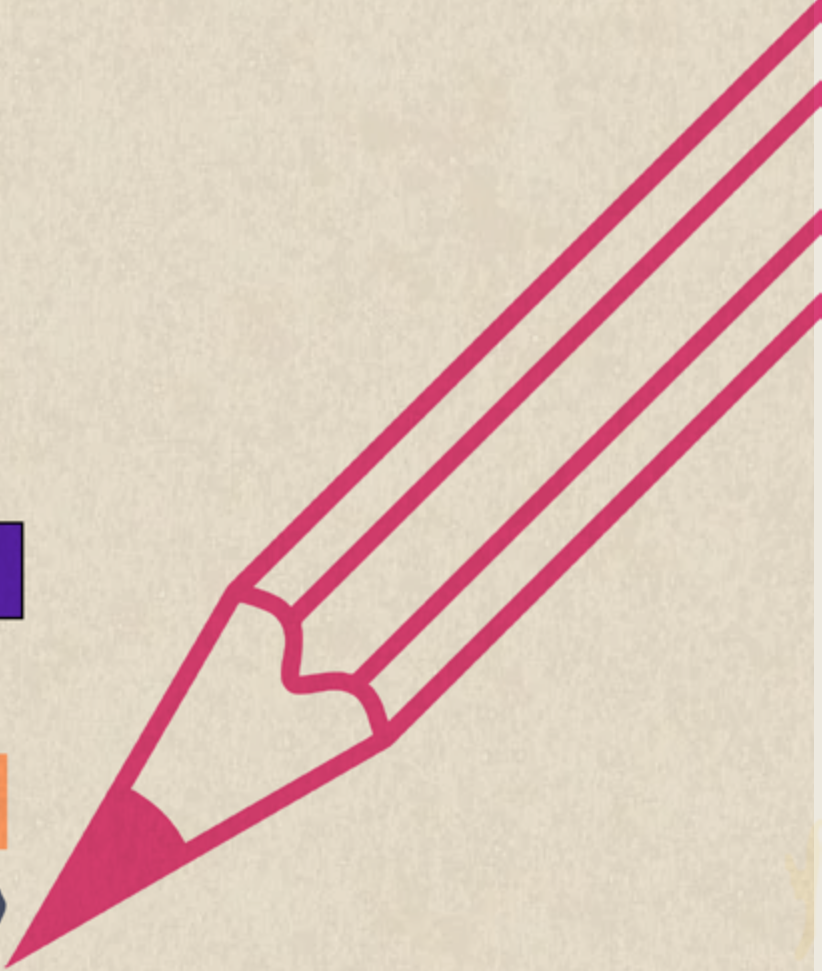


DEI

DIVERSITY
EQUITY
INCLUSION

WORKBOOK



samen werkt

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CHAPTER I

Defining DEI and Building DEI strategies



1.1 - Partos DEI Organisational Checklist & Measurement Indicators

The Partos Diversity, Equity & Inclusion (DEI) organisational checklist is a survey of 39 questions designed for DEI practitioners in the (I)NGO sector who are looking to develop and implement a DEI strategy in their organisations. The checklist focuses on DEI practices at the organisational level, reflecting on the internal structures, policies, and culture. It doesn't measure the current level of DEI performance within your organisations, but it rather offers a broad perspective on where your organization stands in developing and implementing a DEI strategy.



START THE
SURVEY



QUESTION
OVERVIEW
PDF FILE



DEI is not a quick fix. It means undertaking consistent institutional action embedded in leadership. It means building strategies at all levels to make your organisation healthier and more aligned with your vision. and can be their better selves at work.



MEASUREMENT
INDICATORS



1.2 - 8 steps to build a DEI Strategy:

- 

BUILD A STRONG BUSINESS CASE
Demonstrate why diversity, equity and inclusion are essential to your organisation. Develop a DEI mission and vision aligned with your core values and long-term strategy, ensuring a shared, context-sensitive definition of DEI

STEP 01
- 

ASSESS THE CURRENT SITUATION
Conduct baseline surveys and gather qualitative insights to understand inclusion challenges and workforce demographics. This assessment forms the foundation for targeted action.

STEP 02
- 

MAKE RECOMMENDATIONS AND SET PRIORITIES
Based on your assessment, create a clear business case with specific priorities. Allocate appropriate time and budget to support implementation.

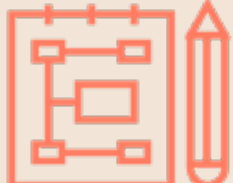
STEP 03
- 

INVOLVE ALL KEY STAKEHOLDERS
Include under-represented groups and Employee Resource Groups (ERGs) to ensure diverse perspectives shape the strategy. Build broad ownership across the organisation.

STEP 04
- 

DEFINE SPECIFIC GOALS AND OUTCOMES
Set SMART indicators (Specific, Measurable, Achievable, Relevant, Time-bound) for your DEI work. Consider forming an Executive DEI Committee to facilitate alignment and accountability.

STEP 05

- 

CREATE A PRACTICAL ACTION PLAN
Assign clear responsibilities, deadlines, resources and success metrics. Review and adjust regularly based on progress and learning.

STEP 06
- 

ESTABLISH MEASUREMENT SYSTEMS
Gather demographic and HR data to track progress. Document existing practices and benchmark against peers to understand where you stand.

STEP 07
- 

COMMUNICATE INTERNALLY AND EXTERNALLY
Secure executive and employee buy-in. Engage diverse employees in the process and publicly reinforce your organisation's commitment to DEI.

STEP 08

1.3 - Starting DEI: 4 steps to get started

Effective DEI strategy starts with clarity of purpose. Your organisation’s ‘why’ must be deeply rooted in your broader mission and values. Successful DEI work begins with intentional design. There is no single way to do DEI, but these steps in can help you along Consider these four entry points:



Step 1: Understand where your DEI journey begins

Every DEI strategy should start with an honest conversation about where you stand today. Think of it as taking a snapshot of your organisation. Not the polished version you might show to stakeholders, but the real, unfiltered picture of how things work.

Craft your diversity statement

- Start by articulating why diversity, equity and inclusion matter to your organisation’s success:
- Connect DEI directly to your ability to achieve your mission.
- Make it specific to your context and the culture change your organisation needs.
- Ensure it reflects your authentic organizational voice.

Connect to your mission

- The most powerful DEI strategies are not add-ons to existing work; they are woven into the very fabric of what your organisation is trying to achieve. When your DEI goals align directly with your mission, they:
- Ensure your DEI vision integrates seamlessly with your global organisational vision.
- Show how DEI strengthens rather than takes away from core objectives.
- Create clear line-of-sight between DEI goals and strategic priorities.

Conduct an honest assessment ○

- Examine your workplace policies and culture with fresh eyes. But here is the part that many organisations skip: asking people how they experience working in the organisation. Not through anonymous surveys alone, but through genuine conversations where people feel safe to share their truth. Establish your baseline with thorough evaluation of what your organisation needs.
- Gather quantitative data (demographics, pay equity, promotion rates).
- Collect qualitative insights (employee experiences, cultural barriers). Identify gaps between current state and aspirations.



Participants of the DEI trajectory developed the DEI organisational checklist and measurement indicators to help understand gaps, opportunities and their position in their DEI work.

Step 2: Leadership creates the ripple effect

What happens in the boardroom and senior management meetings creates ripples that reach every corner of your

organisation. You might have the most beautifully written code of conduct, but if leadership demonstrates something entirely different, that document becomes meaningless wallpaper.

Inclusive leadership is not optional ○

Leaders must actively create inclusive environments. It is not something you can delegate entirely to someone else. This means being present, asking difficult questions and sometimes admitting when you have got it wrong.

As Thais Compoint, leadership expert, emphasises: “Inclusive leadership is not a destination. It is a journey that requires humility, curiosity and courage.”

Key leadership behaviours include:

- Actively modelling inclusive behaviours in all interactions
- Asking difficult questions about equity and representation
- Admitting mistakes and demonstrating learning
- Being present and accessible to all team members

Step 3: Use data to include everyone

Think of your DEI strategy as constructing a house. You need both solid foundations and input from everyone who will live in it. This means gathering both numbers and stories to create a complete picture of your organisation.

Gather quantitative and qualitative Insights ○

Your quantitative data might reveal patterns in demographics, pay gaps and promotion rates, while qualitative insights expose the human experience behind those numbers. We have devoted an entire chapter to evidence-based DEI with comprehensive metrics and measurement tools (chapter 3)

Including the right voices from day one

The “nothing about us, without us” principle applies powerfully here. Involve people from the beginning, especially those who are often excluded from decision-making processes. Best practices for inclusion:

- Move beyond just collecting input to letting people shape and influence solutions.
- Create safe spaces for conversations about exclusion.
- Ensure those most affected by inequity define and shape the solutions.
- Involve Employee Resource Groups and regional representatives.
- Establish systems to ensure ongoing engagement and follow-through.

Step 4: Make HR a DEI partner, not the owner

One of the most common mistakes organisations make is treating DEI as “HR’s problem to solve”. Instead, think of HR as your strategic partner in this work - essential, but not solely responsible for success.

Protect DEI Champions ○

- People doing DEI work need clear support and protection. What this means:
- Clear backing from leadership when difficult conversations arise.
- Adequate resources and time allocation for DEI responsibilities.
- Recognition that this work requires emotional labour and resilience.
- Protection from retaliation when raising challenging issues.

Weaving DEI throughout the employee journey

Rather than treating DEI as a separate programme, integrate it into every touchpoint:

Recruitment and hiring: ○

- Develop processes that actively seek diverse talent.
- Remove barriers that exclude qualified candidates.

Onboarding: ○

- Help new staff understand your inclusive culture from day one.
- Set clear expectations about inclusive behaviours.
- Performance and development:
 - Include inclusive behaviours in performance reviews.
 - Ensure professional development opportunities are accessible to all.
 - Create advancement pathways that work for diverse backgrounds.

Retention and feedback: ○

- Develop strategies that address why people from different backgrounds might leave.
- Capture honest feedback through exit processes for continuous improvement.

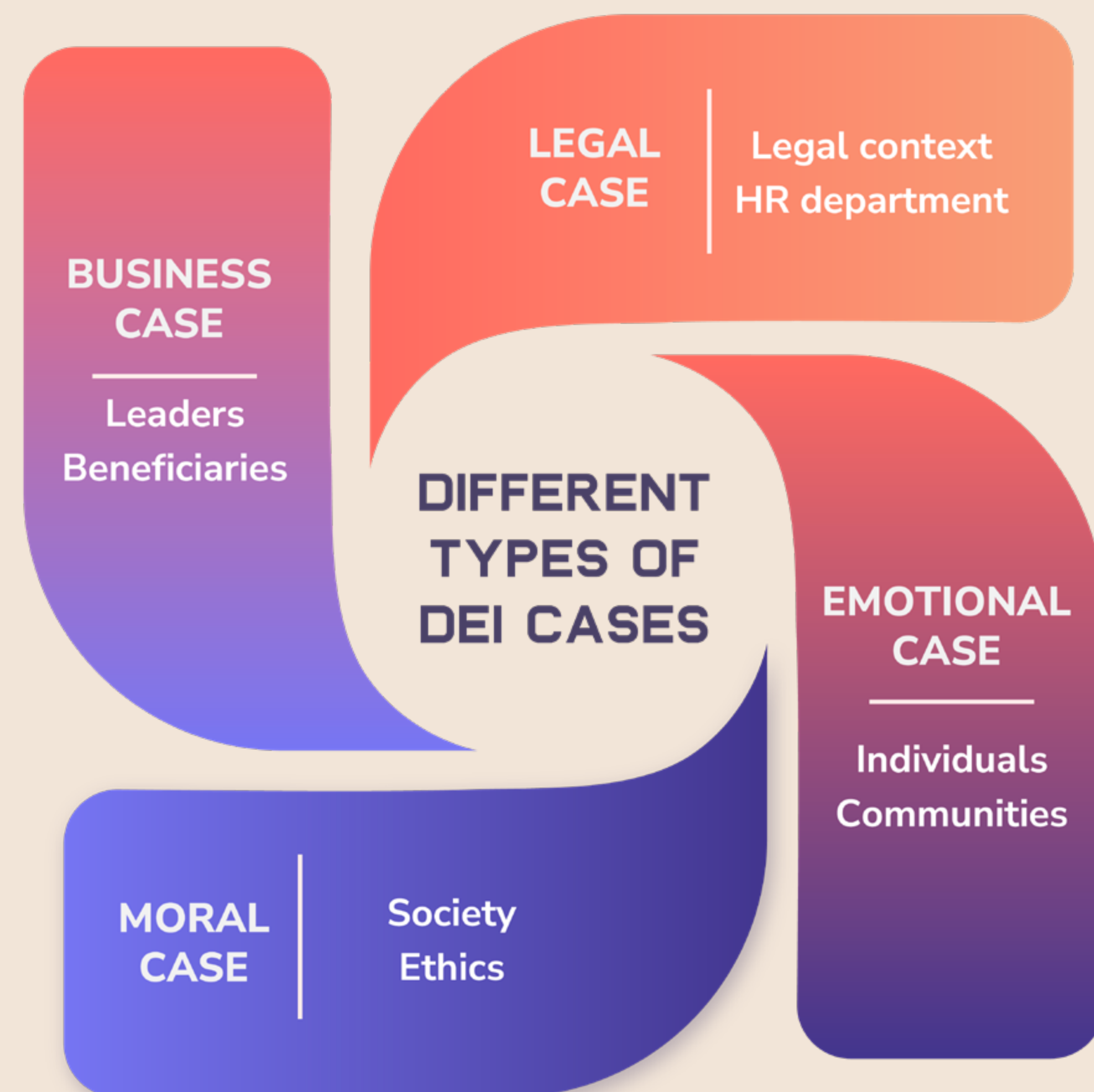


GO TO

Chapter 5 for detailed HR integration strategies.

1.4 - Creating your compelling DEI narrative: Different types of DEI cases

Different stakeholders respond to different arguments for DEI. A comprehensive strategy speaks to hearts, minds and bottom lines simultaneously. Use this framework to build arguments that resonate across your organisation:



The business case

- **Innovation advantage:** Diverse teams generate 19% more revenue through innovation.
- **Better decisions:** Inclusive teams make better business decisions 87% of the time. Market relevance: Reflect and understand the communities you serve.
- **Talent retention:** Reduce costly turnover (replacing staff costs 50-200% of annual salary).
- **Funding competitiveness:** Increasingly required by funders and partners.

Sources

Getting Serious About Diversity: Enough Already with the Business case. By Robin J. Ely and David A. Thomas <https://hbr.org/2020/11/getting-serious-about-diversity-enough-already-with-the-business-case>

Beyond the 'Business Case' in DEI: 6 Steps Toward Meaningful Change. By Katherine Hutt Scott and Barbara DeLollis <https://www.library.hbs.edu/working-knowledge/beyond-the-business-case-in-dei-six-steps-toward-meaningful-change>

Boston Consulting Group (BCG). (2018). How Diverse Leadership Teams Boost Innovation. Retrieved from <https://www.bcg.com/publications/2018/how-diverse-leadership-teams-boost-innovation>

Harvard Business Review. (2016). Why Diverse Teams Are Smarter. Retrieved from <https://hbr.org/2016/11/why-diverse-teams-are-smarter>

Appeals to leaders, board members, accountants, managers, beneficiaries.

The legal case

- **Compliance:** Meet evolving equality legislation and reporting requirements.
- **Risk mitigation:** Reduce exposure to discrimination claims and tribunals.
- **Governance:** Demonstrate due diligence to boards and regulators.
- **Reputation protection:** Avoid costly public relations crises.
- **Policy alignment:** Comply with donor and sector requirements.

Sources:

Standards for equality bodies Equal treatment between women and men in employment (ordinary legislative procedure) by the European Parliament. [https://www.europarl.europa.eu/RegData/etudes/BRIE/2023/747881/EPRS_BRI\(2023\)747881_EN.pdf](https://www.europarl.europa.eu/RegData/etudes/BRIE/2023/747881/EPRS_BRI(2023)747881_EN.pdf)

How to Prepare Your Company Now for the EU Pay Transparency Obligations by Laura A. Mitchell, Christopher V. Anderson and Jean Kim. <https://www.jacksonlewis.com/insights/how-prepare-your-company-now-eu-pay-transparency-obligations>

Appeals to HR departments, executive leadership, legal teams, board governance committees, long-term strategic planners.

The moral case

- **Values alignment:** Live your organisational values authentically.
- **Social justice:** Address systemic inequities you are working to solve externally.
- **Human rights:** Uphold dignity and equality for all people.
- **Historical responsibility:** Acknowledge and redress past exclusions.
- **Ethical consistency:** Practice internally what you promote externally.

Appeals to society, ethics committees, mission-driven staff

The emotional case

- **Belonging:** Create workplaces where people can be their better selves.
- **Personal stories:** Share how exclusion impacts real people in your organisation.
- **Aspiration:** Paint a picture of what is possible when everyone thrives and what that looks like for every individual.
- **Connection:** Link DEI to personal values and experiences.
- **Hope:** Focus on positive change and collective growth.

Appeals to individuals, communities, all staff

Using the framework effectively

Layer your approach: Do not rely on a single case. The most powerful DEI narratives weave together multiple dimensions. For example, when presenting to senior leadership, lead with business impact but reinforce with moral imperatives and emotional resonance.

Make it tangible: Support each case with specific examples from your sector:

- **Business:** “Organisations with diverse leadership teams are 33% more likely to achieve above-average profitability.”
- **Legal:** “The recent EU Pay Transparency Directive requires us to report on gender pay gaps.”
- **Moral:** “We advocate for equity in communities while maintaining a 30% gender pay gap internally.”
- **Emotional:** “When Sarah could not find an accessible entrance to our office, she felt the organisation did not value her contributions.”

REMEMBER:

The most compelling DEI cases acknowledge that this work is simultaneously a business imperative, legal requirement, moral obligation and human necessity. Speak to all dimensions to build unstoppable momentum for change.

CHAPTER 2

Intersectionality and Inclusive Culture



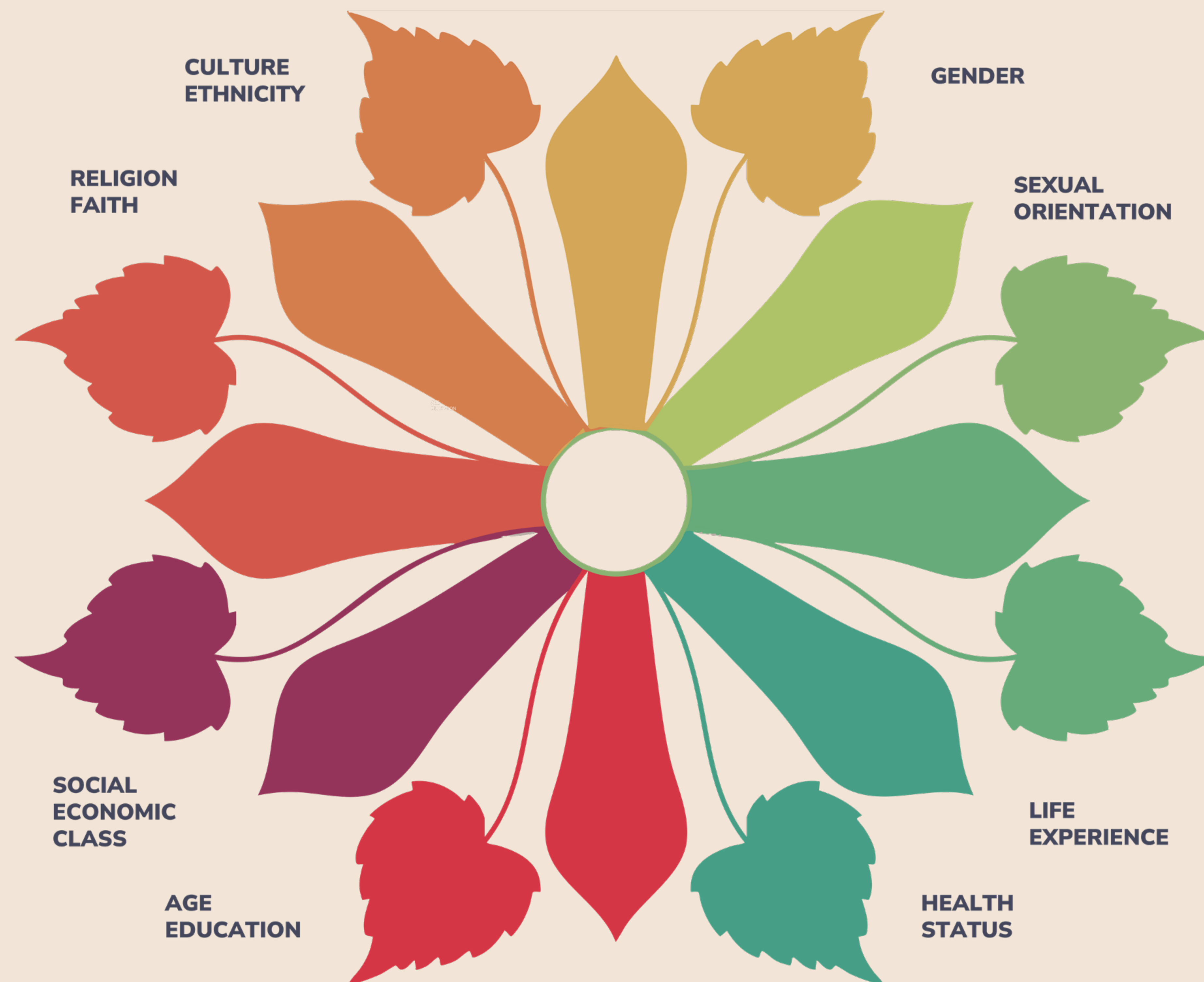
2.1 - Explore personal identity with the Identity Mandala

The Identity Mandala is an exercise that helps individuals, teams and community groups explore the multiple facets of their identities while building understanding and trust. This reflective tool moves beyond simple demographic categories to explore the rich complexity of human identity and how it shapes experiences of both oppression and resistance.

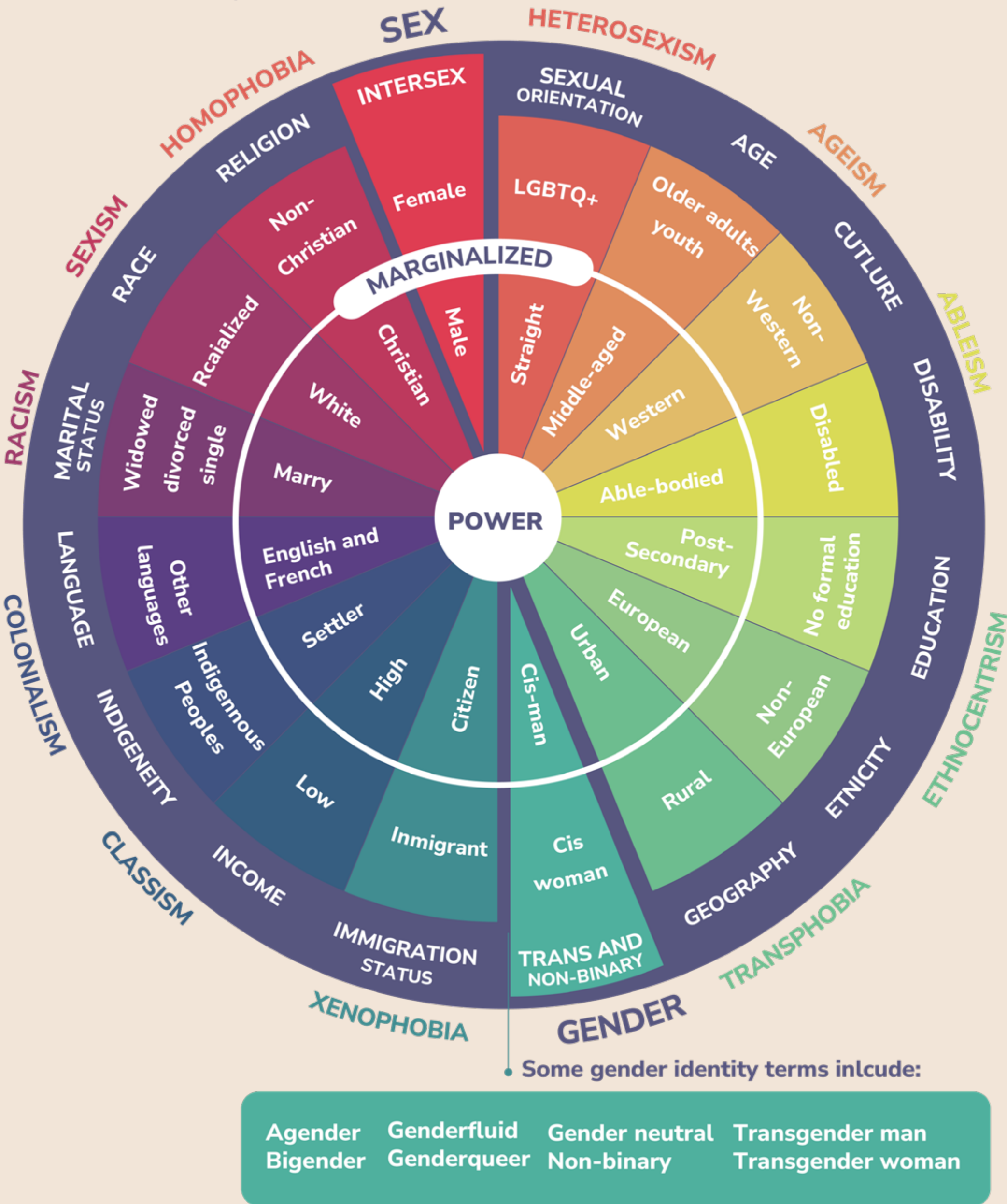
How the Identity Mandala works:

The mandala (meaning 'circle' in Sanskrit) consists of different sections radiating from a central core, each representing different aspects of identity. Unlike traditional intake forms that focus on external identities, the mandala invites people to reflect on:

- **Core identity:** What is at the centre of who you are?
- **Visible identities:** Characteristics others can readily see.
- **Invisible identities:** Aspects of yourself that are not immediately apparent.
- **Chosen identities:** Elements you actively embrace or develop.
- **Assigned identities:** Categories others may place you in.
- **Contextual identities:** Aspects that become more or less relevant in different settings.
- **Resistance identities:** Ways you resist or challenge systems of oppression.



2.2 - The wheel of power and privilege



The Wheel of Power/Privilege adapted for social justice work is a visual framework designed to help activists and organisations understand intersectionality and how different aspects of identity relate to power and marginalisation within movements and society. Source: <https://ecampusontario.pressbooks.pub/universaldesign/chapter/positionality-intersectionality/>

How the wheel is organised

Inner sections (closer to power and privilege): Categories such as male, Christian, white, married, English and French, settler, high income, able-bodied, post-secondary education, European background and heterosexual orientation.

Outer sections (further from power/more marginalised): Categories including female, intersex, non-Christian, racialised groups, single status, other languages, Indigenous identity, low income, disabled, no formal education, non-European backgrounds and LGBTQ+ identities.

The wheel is divided into segments representing different dimensions of identity (sex/gender, age, culture, geography, etc). The words around the outside of the circle are labels for different types of systemic oppression or forms of discrimination that correspond to each identity category within the wheel.

Classism - discrimination based on social class/economic status

Xenophobia - fear or hatred of foreigners or immigrants

Racism - discrimination based on race or ethnicity

Sexism - discrimination based on sex or gender

Homophobia - discrimination against LGBTQ+ people

Ageism - discrimination based on age

Ableism - discrimination against disabled people

Transphobia - discrimination against transgender and gender-diverse people

Colonialism - the system of control and exploitation by dominant groups over Indigenous peoples

Each “-ism” or “-phobia” term is positioned next to the relevant section of the wheel, showing how different forms of systemic oppression target specific marginalised groups. These labels help identify and name the barriers, prejudices and structural inequalities that people face based on their various identity characteristics.

At the bottom, there is a legend explaining various gender identity terms including agender, bigender, genderfluid, genderqueer, gender neutral, non-binary, transgender man and transgender woman.

How to use the framework:

The framework can be used for more in-depth reflections of power and identity in social justice work:

Self-reflection: Understanding which intersections are well-served by your programmes and which are overlooked

Group awareness: In a group to highlight how different people might benefit from or be marginalised by systems in our society.

Understanding intersectionality: It demonstrates how multiple identities intersect to create unique experiences of both oppression and resistance

Action planning: Those who experience less friction have more energy and therefore have an opportunity, if not an obligation, to apply that energy to reduce the friction caused by our systems and attitudes

Source: <https://www.recipesforwellbeing.org/the-wheel-of-power-and-privilege/>

2.3 - Intersectionality self-assessment

Use this self-reflection tool to evaluate your organisation's current position and identify priority areas for intersectional DEI work. Rate each area honestly and use your responses to guide next steps.

Personal and cultural awareness

Reflect on these questions and note your initial thoughts:

1. How do different aspects of your identity interact in your workplace?

- ☐ I've never really considered this
- ☐ I'm aware of some interactions but have not explored them deeply
- ☐ I have a good understanding of how my identities intersect
- ☐ I regularly reflect on this and can articulate specific examples



2. Are there parts of yourself you feel you need to hide or minimise at work?

- ☐ Yes, significant parts of who I am
- ☐ Some aspects, but it is manageable
- ☐ Occasionally, in certain situations
- ☐ No, I feel comfortable bringing my whole self to work

3. What barriers do you face that might not be obvious to others? Write 1-3 specific examples:

EX1.

EX2.

EX3.



What does the data say?

Rate your organisation's current position



1 = Poor 5 = Excellent

We track demographic information beyond basic categories (race, gender, age) ___/5

We can identify patterns for people with multiple marginalised identities ___/5

We regularly survey employee experiences across different identity intersections ___/5

We have few significant gaps in whose experiences we understand ___/5

Your score: ___/20

DEI programme design and advocacy

Evaluate your current DEI efforts:



1 = Poor 5 = Excellent

Our DEI programmes address multiple, intersecting identities rather than single categories ___/5

We have specific initiatives for people at intersections (e.g. women of colour, LGBTQ+ disabled employees) ___/5

Our programming includes voices and experiences from diverse identity combinations ___/5

We regularly assess which identity intersections are well-served by our efforts ___/5

Your score: ___/20

Leadership

Assess representation and power distribution



1 = Poor 5 = Excellent

Our leadership team represents diverse identity intersections, not just diverse single categories ___/5

People with multiple marginalised identities have clear pathways to senior positions ___/5

DEI priorities are set with input from intersectional diverse voices ___/5

Resource allocation decisions consider impact across different identity combinations ___/5

Your score: ___/20



Action planning

Based on your intersectionality assessment, identify your priority areas:

Immediate focus areas (lowest scores):

Four horizontal lines for writing.

Quick wins (things you could start this month):

Four horizontal lines for writing.

Medium-term goals (next 6-12 months):

Four horizontal lines for writing.





Questions for your team and community to discuss:

Which identity intersections do we serve well, and which do we overlook?

How might our current approaches inadvertently exclude certain combinations of identities?

What would change if we designed every programme with intersectionality in mind from the start?

How can we redistribute power to centre the most marginalised voices?

What partnerships could help us better serve intersectional communities?

2.4 - Action Tool: DEI Community Empowerment



OPEN THE
ACTION TOOL



developed by
Ashmita Krishna

01. YOUR COMMUNITY

Define your DEI community's purpose, identify potential members and allies, and create a mission statement. This step lays the foundation for building a strong and committed DEI community within your organization.

02. ENGAGEMENT AND INCLUSION

Plan regular meetings and activities, encourage active participation, and create a safe space for all voices. By nurturing engagement and inclusivity, your DEI community can thrive and contribute effectively to your organization's goals.

03. COLLABORATE AND INFLUENCE CHANGE

Identify specific DEI initiatives, collaborate with organizational leaders, and monitor progress. Empower your DEI community to drive meaningful organizational transformation and make a lasting impact on diversity, equity, and inclusion.

CHAPTER 3

Measuring and Monitoring DEI

3.1 - Five steps to evidence-based DEI

STEP 01

ESTABLISH YOUR BASELINE FOR ASSESSMENT

STEP 02

CHOOSE YOUR MEASUREMENT TOOLS

STEP 03

ANALYSE YOUR DATA WITH CARE

STEP 04

CREATE SUSTAINABLE MEASUREMENT RHYTHMS

STEP 05

AN EVIDENCE-BASED DEI STRATEGY

Step 1: Establish your baseline for assessment

A baseline makes diversity, equity and inclusion gaps visible, informing strategy and advocacy. But first, determine what you're measuring and why. Ask: Which metrics genuinely reflect our values and drive specific outcomes? Usually this comes from perceived challenges (unfair compensation, limited development opportunities) surfaced through conversations, audits or surveys. Data works best when it reveals structural issues and informs decisions to address

them. Then you can select indicators to operationalise your challenges.

1 Value-driven work:

This requires a deliberate approach that works both ways: identifying meaningful metrics that align with desired outcomes, while ensuring those outcomes genuinely advance equity rather than simply appearing to do so. Link your DEI strategy to your organisation’s strategic approach and strategy on equity in partnerships and power.

Your measurement framework could address:

- Who works here and in what roles, particularly in relation to our global network/community?
- How do people from marginalised communities experience our organisational culture?
- How do our hiring, promotion and leadership practices demonstrate our commitment to equity?

Core measurement areas you could use as metrics:

- Representation:** Identify underrepresented groups within your organisation, measured by the percentage of employees from monitored groups compared with benchmarks.

Retention or turnover trends: Pinpoint employees who are not satisfied with their workplace and are more likely to resign or be terminated from the organisation. Who is leading? Any particular identity? Some identities are less visible. For example, in one organisation I noticed it was mainly mothers leaving—a category often overlooked organisationally, yet well-researched as a trend. The Economist published a global analysis showing how motherhood hurts careers, and the findings are quite shocking: [How motherhood hurts careers | The Economist](#)

Recruitment: Identify barriers of entry for different groups, pipeline issues, and biased recruitment efforts.

Selection: Track appointments of individuals and identify any biases in the assessment and selection process.

Promotion: Track promotions awarded to employees and identify any bias during assessment and selection.

Pay: Use metrics to identify bias in compensation by comparing financial rewards earned by individuals.

Development: Track job responsibilities and compare them to other jobs, ensuring positions provide room for professional development.

Employee engagement: Identify which groups of employees are more engaged compared to others, as significant differences in engagement scores could indicate biased mindsets.

Measuring inclusion: Beyond diversity metrics, inclusion measurement focuses on the lived experiences of employees within your organisation:

Job satisfaction: Determine whether your employees feel included or not. Include relevant questions in employee satisfaction surveys to gauge inclusion levels across different groups.

Job retention: If you have high employee turnover, this might be a sign that employees are unhappy or unfulfilled in their positions. It could also indicate they are leaving because they do not feel included. Check exit reasons to understand patterns.

Needs assessment: Conducting interviews or focus groups with employees in analysing the challenges and opportunities in terms of inclusion/discrimination can help create a clearer picture of what is at stake in the organisation and what your strategy should focus on.

 Tailoring your baseline & indicators:

Choose and tailor a baseline to your reality and do not reinvent the wheel: There are many examples of DEI assessments and indexes (resources). For example, you can use the [Partos DEI](#)

[checklist](#) to establish a baseline and identify gaps in your making your organisation more inclusive or use the [Partos DEI Indicator list](#).

 [DEI Organisational Checklist \(survey\) & Question overview](#)

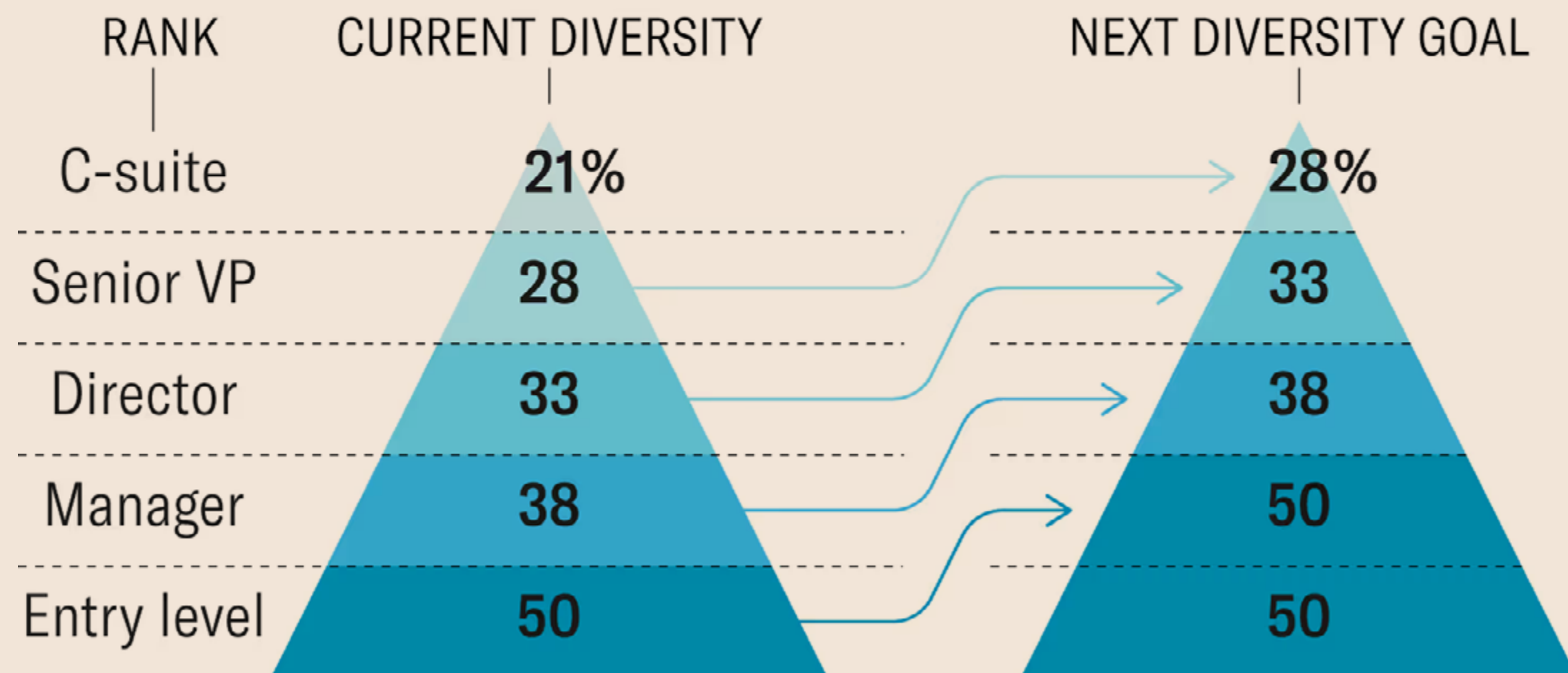
 [DEI Measurement Indicators](#)

Have you heard of the proportionality principle?

This approach involves consistently building upon each organisational level, using the tier below as a foundation to drive progress layer by layer throughout the company.

Consider an organisation where 38% of management positions are held by women. Under the proportionality principle, you would establish 38% female representation at director level as your target. Referring to the pyramid below, this would mean increasing female representation by 5 percentage points (from 33% to 38%). While this might appear modest, it represents genuine progress. This method enables organisations to advance women into senior roles by developing talent that already exists within the company.

Percentage of women in organization, by rank



HBR

Source: HBR - Achieving Gender Balance at All Levels of Your Company. <https://hbr.org/2021/11/achieving-gender-balance-at-all-levels-of-your-company>

Step 2: Choose your measurement tools

It is important to know that measuring inclusion versus diversity requires more subjective metrics which can be harder to quantify and may vary significantly between individuals' experiences. These metrics often rely on surveys, interviews and qualitative feedback rather than straightforward demographic data.

Quantitative measurement tools

Demographics and representation:

- Voluntary, anonymous surveys with clear data protection explanations.
- Intersectional identity options rather than single-category tick boxes?
- Self-identification and "prefer not to say" options.

Culture and belonging metrics

- Regular pulse surveys on psychological safety and inclusion.
- Questions revealing differences in experience across identity groups.
- Focus on actionable insights rather than abstract belonging scores.

Qualitative measurement approaches

Community-centred data collection prevents tokenism and extractive practices

Effective DEI measurement extends beyond quantitative metrics. True evidence-based decision-making requires understanding lived experiences, cultural contexts and

historical backgrounds; engaging communities as partners in defining what data matters, how it should be collected, and how findings will be used.

However, don't reinvent the wheel. Tap into proven models and methodologies first to mitigate risks. For example, including external communities in internal assessments can fall into tokenism without proper safeguards: Will you compensate their time? Will sharing perspectives avoid retraumatising experiences of marginalisation? Do you have capacity to act on their feedback?

When done thoughtfully, community-centred approaches ensure data collection serves those it represents. Partner with communities to design measurement approaches, conduct focus groups with staff and affected community members and establish advisory processes that give marginalised groups a voice in how you measure and improve.

Quantitative data shows whether representation aligns with your values; qualitative data reveals whether marginalised voices are genuinely heard and valued.

Step 3: Analyse your data with care

Many marginalised communities have faced surveillance and privacy violations in the past, so they may be wary of data collection. Simultaneously, measuring data on DEI could also

face resistance and fatigue from staff. Organisations should be completely transparent about how you gather, store and use information. Here is how:

- Share overall results with staff and community partners (while keeping individual details private).
- Show clearly how measurements lead to real and equitable changes.
- Be honest about what the collected data cannot tell you, especially about people with intersectional identities.
- Set up ways for communities to give feedback on the data approach.
- Create processes where communities can hold organisations accountable for DEI improvements.

Step 4: Create sustainable measurement rhythms

The secret to sustainable DEI measurement is not creating new processes; It is weaving equity assessment into rhythms your organisation already has. When annual staff surveys roll around, include questions about DEI. As board meetings approach, ensure equity metrics sit alongside financial reports. When evaluating partnerships, build in community feedback as standard practice. By aligning DEI measurement with grant

reporting and funder requirements, you transform potential bureaucracy into a natural extension of existing work, making DEI measurement part of your organisational DNA rather than an additional burden.

In the DEI Learning Trajectory Mariela Chyrikins from RNW presents a case study on their EDI working group. RNW has incorporated the following elements into their DEI measurement strategy:

- Annual comprehensive assessment combining multiple data sources.
- Quarterly pulse surveys on key culture and inclusion indicators.
- Ongoing community feedback through existing partnership channels.
- Real-time tracking of specific initiatives and interventions.

Step 5: An evidence-based DEI strategy

Regular monitoring and metrics are used to make informed decisions and demonstrate measurable impact of your work. This means moving beyond collecting data for compliance purposes towards using insights to actively shape your organisation's DEI approach.

- **Strategic decision-making:** Use DEI data to inform major organisational decisions, from recruitment to programme design, ensuring equity considerations are embedded in planning.
- **Evidence-based interventions:** When data reveals gaps, respond with targeted initiatives that address root causes, tracking their effectiveness over time.
- **Impact storytelling:** Transform metrics into compelling narratives that demonstrate tangible progress to stakeholders and communities.
- **Adaptive planning:** Regularly review DEI goals based on what the data reveals, remaining flexible enough to pivot when evidence suggests more effective approaches.

CHAPTER 4

Racial Justice in DEI



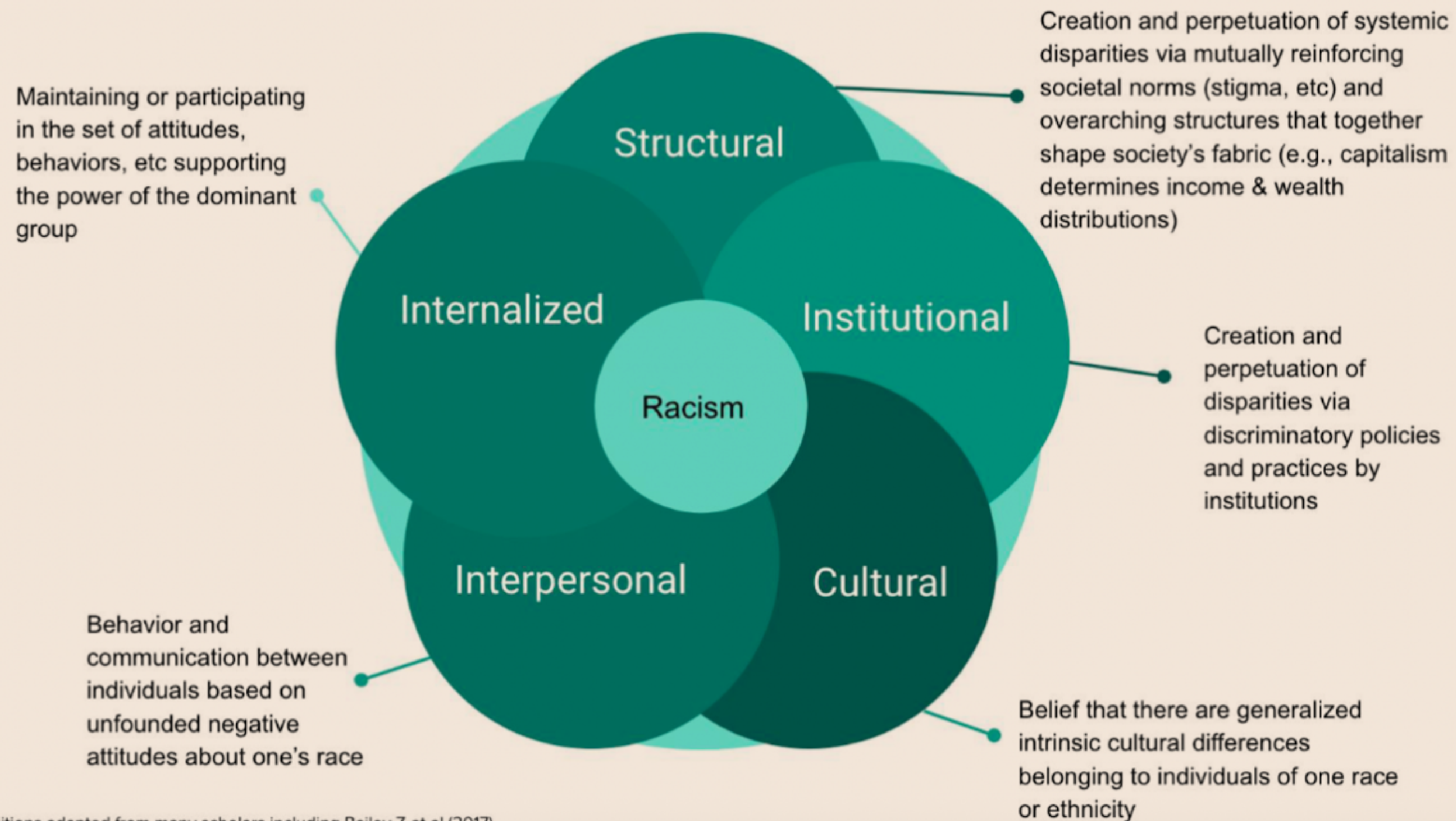
4.1 - Understanding the broader context of race, resistance and power

DEI work exists within larger systems of oppression and resistance. The workshop materials highlighted several important frameworks:

Forms of racism and discrimination operate at multiple levels:

- **Structural:** Economic and political systems that create disparities
- **Institutional:** Organisational policies and practices that perpetuate inequity
- **Cultural:** Shared beliefs and narratives that normalise discrimination
- **Interpersonal:** Individual behaviour and communication
- **Internalised:** Absorbed negative messages about one's own or others' worth





Definitions adapted from many scholars including Bailey Z et al (2017)

4.2 - Assess your organisation's racial justice landscape

Who has power and makes decisions?

Examine leadership representation at different organisational levels:

- Are people of colour represented in senior roles or mainly junior positions?
- Who influences important decisions, both formally and informally?
- Do people of colour have real power to shape organisational direction or are they mainly consulted without decision-making authority?

What is your workplace culture like?

Every organisation has unwritten rules about how things work. Examine whether these favour one group:

- How do people communicate in meetings? Are some styles valued more?
- What does “professional” look like in your organisation?
- Do people of colour feel welcomed and valued, or must they adapt to fit in?

This relates to W.E.B. Du Bois's concept of double consciousness. The experience of Black people navigating predominantly white societies through two lenses, constantly code-switching between identities.

Review your policies and practices

Look at formal systems to spot potential barriers:

- **Hiring and promotion:** Do recruitment methods reach diverse candidates? Are promotion criteria clear and fair?
- **Pay and benefits:** Are there unexplained compensation differences between racial groups?
- **Partnerships:** Do funding sources or partner organisations reflect your commitment to racial equity?

4.3 - Create spaces for racial dialogue

Honest racism conversations require moving beyond comfort zones to establish forums prioritising learning and accountability over harmony.

Ground rules for an open conversation

Choose courage over comfort: Accept that racial discussions will sometimes feel awkward or challenging; this discomfort often signals important learning.*

- **Focus on impact, not just intentions:** When actions cause harm, address that harm rather than just explaining good intentions.
- **Come ready to learn:** Approach conversations with genuine curiosity rather than proving you're already knowledgeable.
- **Take responsibility:** Be willing to acknowledge mistakes and commit to improvement.

* Note: The concept of “brave spaces” (as opposed to “safe spaces”) acknowledges meaningful racial dialogue requires courage from everyone. Brave spaces recognise comfort and growth rarely coexist. The term “brave spaces” was coined by Brian Arao and Kristi Clemens.

Resource: Arao, B., & Clemens, K. (2013). From safe spaces to brave spaces: A new way to frame dialogue around diversity and social justice. In L. M. Landreman (Ed.), *The art of effective facilitation: Reflections from social justice educators* (pp. 135-150). Stylus Publishing.

Structure conversations intentionally

Affinity spaces: Create separate opportunities for people of colour and white staff to process experiences and develop strategies within racial groups.



For participants: It's essential that individuals self-select which space they join. For bi-racial people (e.g., Black/brown mixed with white), knowing where you 'belong' can be complex—someone might choose the people of colour space in the Netherlands but the white space in sub-Saharan Africa. Create room for these conversations openly.

Why affinity spaces matter:

- **People of colour spaces:** Process racism experiences without managing white emotions; share strategies for navigating predominantly white institutions; find mutual support and validation
- **White affinity spaces:** Examine relationship with whiteness; unpack defensiveness; develop racial justice skills without centring white comfort; make mistakes and ask questions without imposing emotional processing on people of colour

Cross-racial dialogue: Bring different racial groups together for facilitated conversations about shared challenges and solutions.

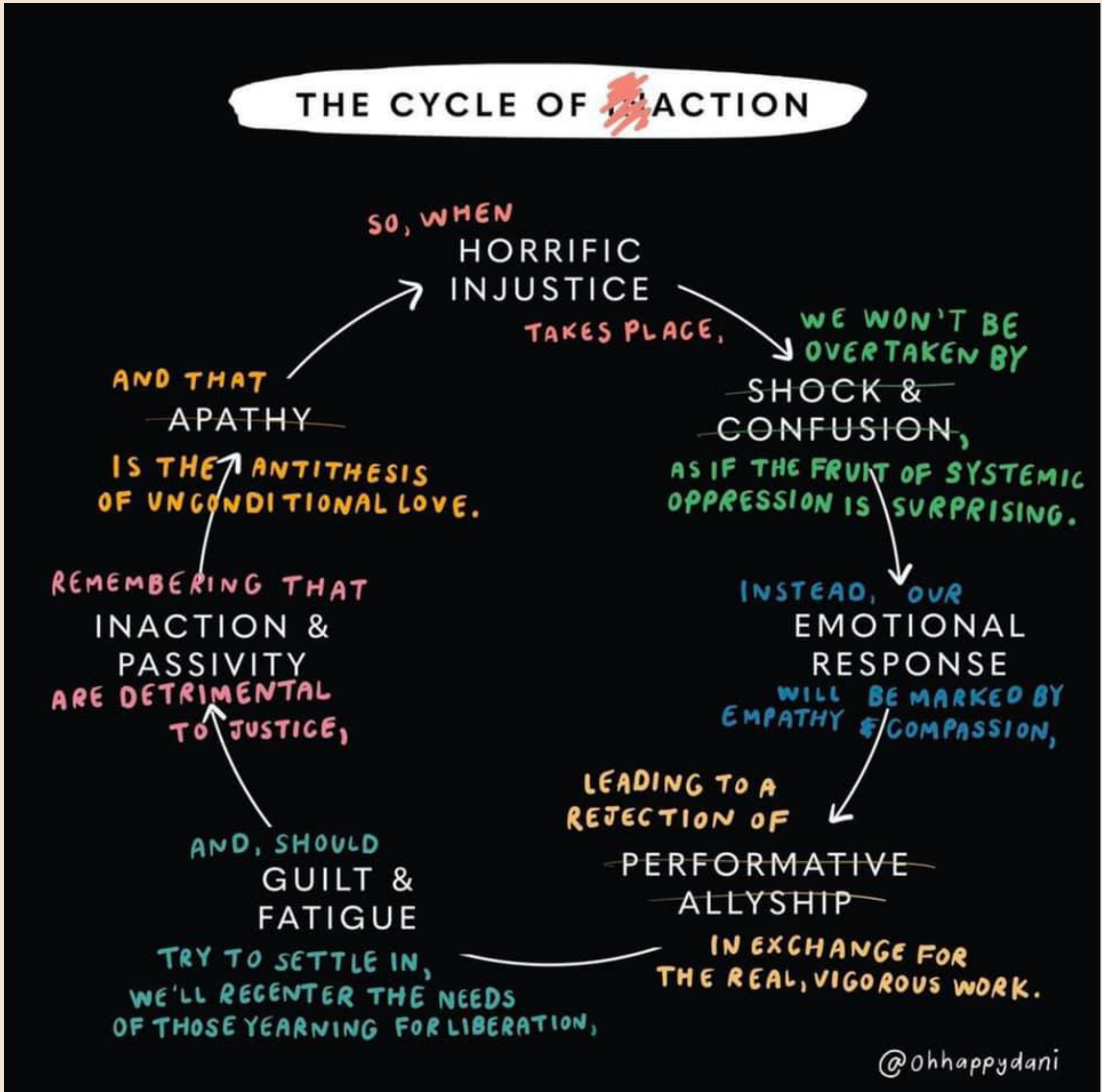
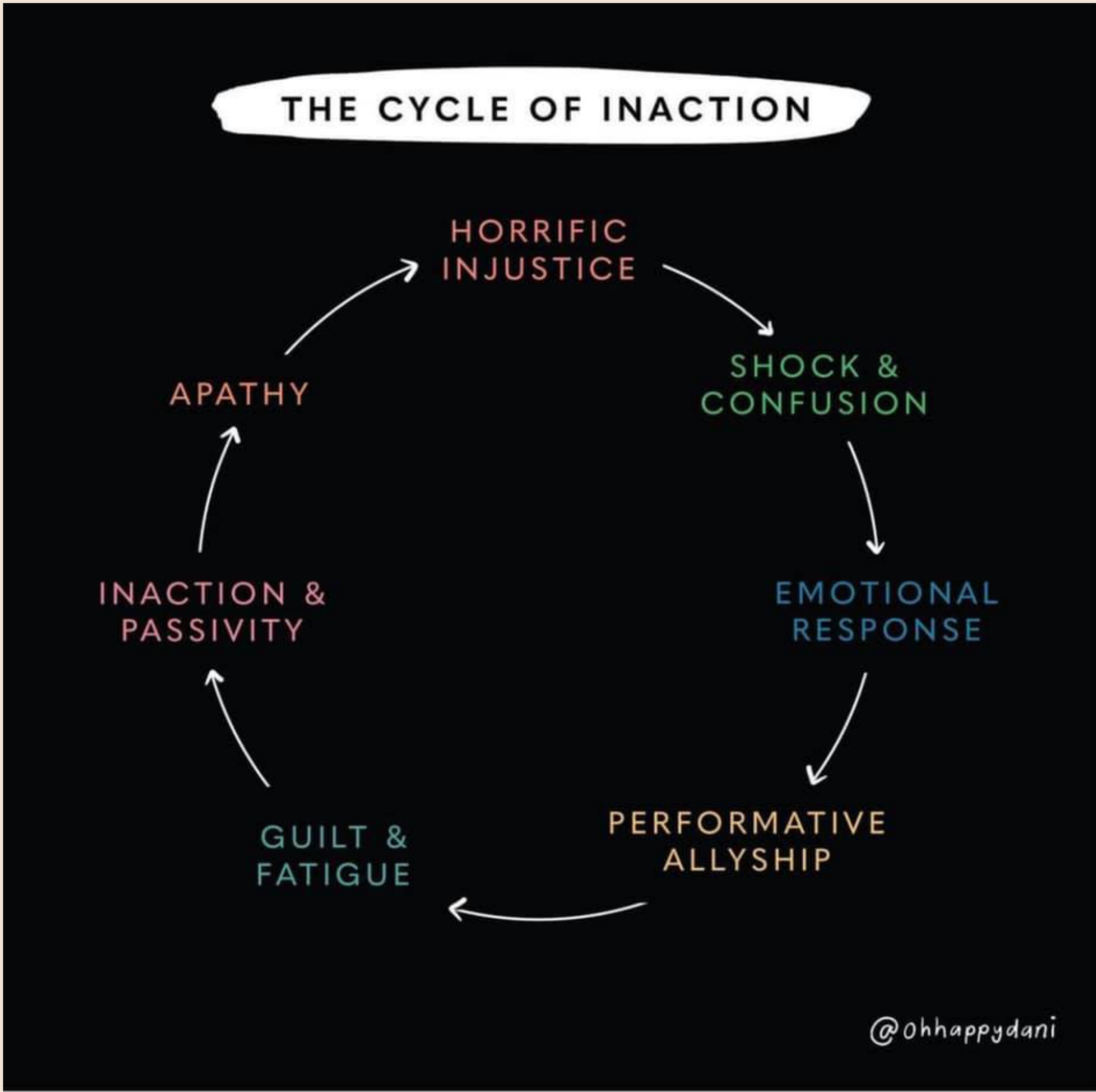
Story-sharing circles: Provide structured opportunities for sharing workplace race experiences without immediate advice or solutions.

Action-planning sessions: Move from dialogue toward concrete commitments and systemic changes with specific timelines and accountability.



4.4 - Implement a cycle of racial justice action

Sustainable racial equity requires systematic approach moving through four interconnected phases known as the cycle of action: Intention -> Discomfort -> Reflection -> Action.



Start with clear commitment and intention

Make racial equity a genuine priority:

- Write racial equity into core values and mission.
- Hold leaders accountable for progress on racial equity goals.
- Be specific about what success looks like in your context.

Embrace the discomfort

Accept that this work involves challenging familiar ways:

- Acknowledge that meaningful change requires examining uncomfortable truths about racism.
- Create support for people navigating emotional challenges.

Stay committed when work feels difficult or progress seems slow.

Reflect regularly

Build in assessment opportunities:

- Create ongoing staff opportunities to examine patterns and personal growth around race.



- Develop systems centring experiences and feedback of people of colour.
- Address harmful behaviour and patterns when they arise.

Take concrete action

Make specific changes shifting power and resources:

- Set clear goals with deadlines and assigned responsibility.
- Dedicate sufficient time, money and staff to racial equity.
- Celebrate progress whilst staying focused on ongoing work.

These are the elements of the cycle of ACTION. For deeper exploration of the cycle of INACTION and how to break it, see Danielle Coke's powerful talk: <https://www.youtube.com/watch?v=pjyDkq5Q8Uw>



CHAPTER 5

The Role of HR in DEI



5.1 DEI integration checklist

Use this condensed checklist to audit your HR practices. For comprehensive guidance, see detailed frameworks in earlier sections.

Essential practices (start here):

Recruitment:

- ☐ Analyse application data by demographic groups
- ☐ Review job adverts for inclusive language
- ☐ Implement anonymous CV screening
- ☐ Use standardised scoring for all candidates
- ☐ Create diverse interview panels

Policies:

- ☐ Audit all HR policies for equity impact
- ☐ Review promotion criteria for hidden bias
- ☐ Ensure complaints process is accessible
- ☐ Establish clear anti-discrimination policies



Culture:

- ☐ Conduct anonymous belonging surveys
- ☐ Analyse exit data for exclusion patterns
- ☐ Facilitate regular DEI discussions
- ☐ Provide unconscious bias training

Support systems:

- ☐ Designate trusted contacts for confidential support
- ☐ Offer external wellbeing resources
- ☐ Create Employee Resource Groups or affinity spaces
- ☐ Provide mentorship for underrepresented groups

Advanced practices (build toward these):

Career development:

- ☐ Track promotion rates across demographic groups
- ☐ Create alternative leadership pathways
- ☐ Implement sponsorship programmes
- ☐ Ensure equitable access to development opportunities

Accountability:

- ☐ Include DEI competencies in performance management
- ☐ Set measurable equity goals with timelines
- ☐ Report progress regularly to leadership
- ☐ Link manager evaluations to inclusive behaviour

Continuous improvement:

- ☐ Conduct regular pulse surveys on inclusion
- ☐ Create feedback loops ensuring action on findings
- ☐ Benchmark against peer organisations
- ☐ Update practices based on employee input

CHAPTER 6

Navigating Resistance and Power Dynamics



6.1 The personal is strategic

Be strategic by building a personal strategy, to understand how you respond to triggers, to set your boundaries and identify what assistance and care you need. The following 3-step introspection gives a prompt to start this reflection



TRIGGERS

What are your personal triggers in this work? What makes your heartbeat increase when we think about certain things? Try to recall more tangible things in everyday practice.



ASSISTANCE

Your work is very broad and under resourced - where would be the extra assistance or expertise you need in this work?



LEARNING

We all have our knowledge in this topic, but perhaps also areas of learning. And where would you like to close your gaps in learning (f.e. course, training etc)? Where to make notes or assess your thoughts.

6.2 - Strategic stakeholder mapping

Use this framework to map influence and plan engagement of your stakeholder landscape.

Stakeholder categories and engagement strategies:

Stakeholder type	Who are they	How to work with them
Champions	True believers who will speak up for DEI and are emotionally invested	Give them platforms and empower them as DEI ambassadors
Community Activists/ Advocates	People with lived experience of discrimination who want change and are deeply committed	Provide resources and real opportunities to lead change
Supporters/ Allies	Want to help but do not know how or feel uncertain	Build their skills and give them concrete ways to contribute
Moveable Middle	Waiting to see which way the wind blows and are potentially persuadable	Focus on education, demonstrate benefits, address concerns “what is in it for me?”

Stakeholder type	Who are they	How to work with them
Sceptics	Need proof that DEI works and won't hurt them	Use data and peer influence, include them in decision-making
Opponents/ Resisters	Will actively work against DEI efforts and feel threatened	Set clear expectations, focus on changing behaviour (not beliefs)

Key questions for stakeholder mapping:

- Who has emotional investment in DEI outcomes?
- What motivates each stakeholder group (values, interests, concerns)?
- Who are your natural champions versus sceptics?
- What information does each group need and how do they prefer to receive it?
- Who influences their opinions and decisions?
- How accurate is their current understanding of DEI?



Reflection for action

Your role and influence:

- What is your current position to influence DEI in your organisation?
- Who are you already engaging with and who is missing?
- How do you build and maintain commitment over time?
What strategies work for facilitating buy-in across different groups?
- How will you address resistance constructively?

Organisational readiness:

- Why does your organisation need a DEI strategy now?
- What specific challenges are you trying to address?
- How do different people connect emotionally to this work?
- What would success look like in practical terms?

Take some time to think through these questions before moving forward. You do not need perfect answers, but having some clarity will help you plan more effectively.

Consider discussing these questions with:

- Your manager or leadership team
- Colleagues who care about DEI
- People from different backgrounds in your organisation
- External DEI practitioners or consultants

6.3 - Managing complaints and conflict restoratively

How organisations handle complaints reveals true commitment to equity.

Questions to assess your complaints process:

- Is the process restorative? Does it focus on healing and prevention rather than punishment?
- What mediation approaches are used? Are there different pathways for different concerns?
- Does the system retain talent? Or do people leave rather than engage with the process?
- Are there multiple access points? Can people address concerns informally before formal procedures?

Elements of restorative approach:

- Focus on repairing harm and rebuilding relationships
Involve affected parties in determining outcomes
- Address root causes, not just symptoms
Create learning opportunities for everyone involved
- Build accountability through understanding impact, not just punishment

6.4 - Action Tool: Leveraging Influence & Power



OPEN THE ACTION TOOL



developed by
Ashmita Krishna

HOW TO USE THIS ACTION TOOL

01. SET YOUR GOAL

Define the significance of goal setting in driving inclusivity efforts. Learn how to craft a SMART goal aligned with your organization’s DEI vision for clear direction and impact.

02. KNOW YOURSELF

Discover the power of self-awareness in influence. Assess your influencing style and understand how self-awareness informs your actions as an inclusive leader.

03. YOUR AUDIENCE

Harness the influence of audience understanding. Use assessment tools and tailored approaches to engage effectively and build trust with your diverse audience.

6.5 - How to build your resilience foundation



GO TO

Chapter 7 for more resources on emotional regulation and other self-care practices.

Create your support network

- Identify 2-3 people within your organisation who can provide honest feedback and emotional support
- Connect with DEI practitioners in other organisations for perspective and strategy sharing
Establish relationships with external mentors who can
- advise on career navigation

Understanding your nervous system

Our autonomic nervous system operates in two main modes: sympathetic (alarm system) and parasympathetic (rest and recovery). Everyone has an optimal zone called the ‘window of tolerance’ where we feel energetic, creative, calm and able to think clearly.

When overwhelmed, our nervous system activates trauma responses:

- Fight:** Irritability, anger, aggression
- Flight:** Anxiety, panic, avoidance
- Freeze:** Feeling stuck, immobilised, spaced out
- Fawn:** People-pleasing, avoiding conflict, difficulty setting boundaries

The window of tolerance

Everyone has an optimal zone called the ‘window of tolerance’ where we feel energetic, creative, calm and able to think clearly. In this state, we’re socially engaged and ready to tackle new projects. However, stress can push us outside this comfortable zone. Above our window of tolerance

(hyper-arousal), we might feel irritable, angry or anxious. Our thoughts become focused on escaping or stopping the situation and we’re more likely to react quickly or aggressively. Below our window of tolerance (hypo-arousal), we feel foggy, disconnected and exhausted. We might want to sleep or withdraw, becoming less verbal and interactive.

As trauma expert Gabor Maté explains: “Safety is not the absence of threat. It is the presence of connection.” When we feel truly safe and connected, we can return to our window of tolerance and function at our best.

Clarify your boundaries

Sustainable DEI work requires clear limits on what you will and won’t take on:

- Which conversations you will engage in and which you will redirect.
- How much emotional labour you will provide to colleagues.
- What evidence and documentation you will maintain for your protection.
- When you will escalate issues versus handling them directly.

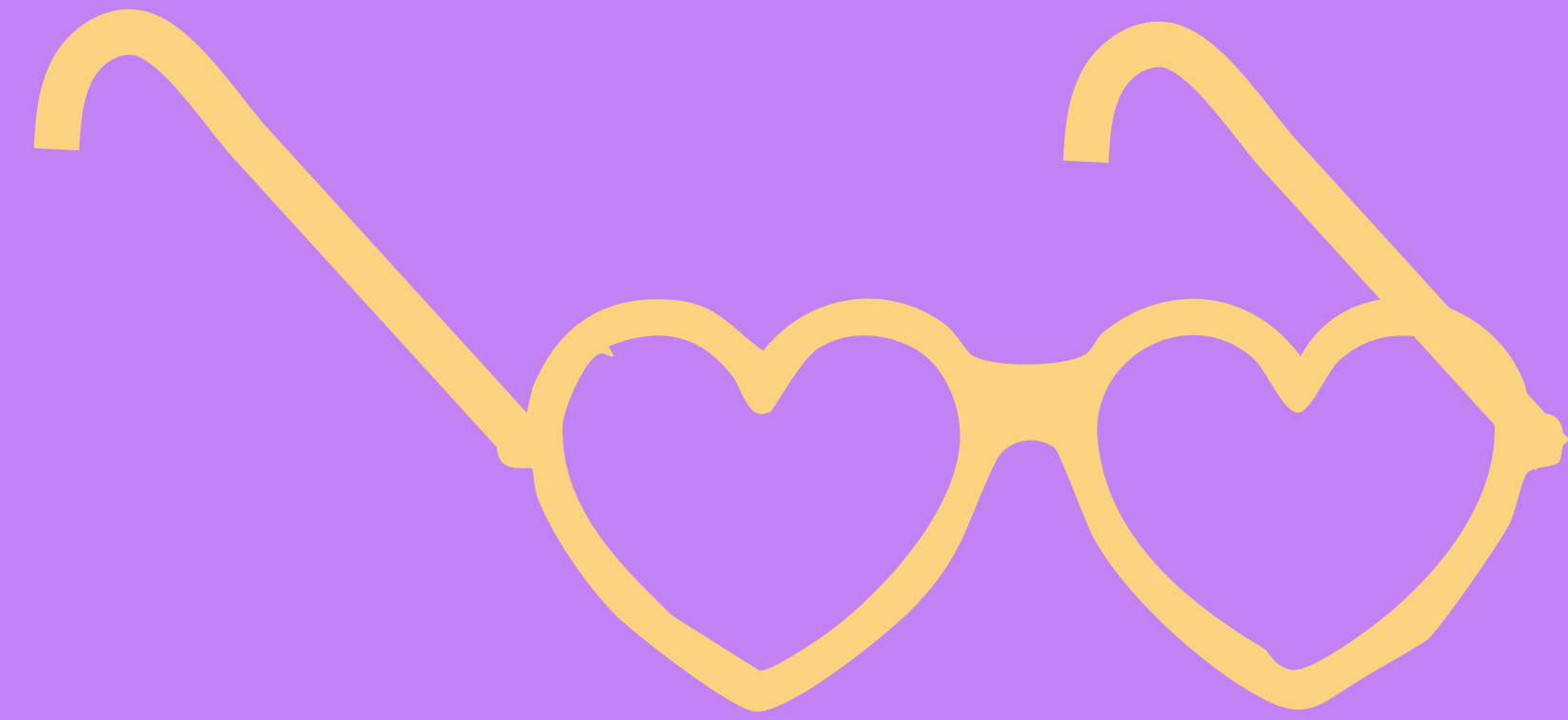
Adopting a consultancy approach

Think like a strategic advisor rather than just an implementer:

- 1 Document everything: Maintain comprehensive records of your efforts, outcomes and organisational responses.
- 2 Collect robust data: Gather both quantitative metrics and qualitative stories to support your case.
- 3 Develop clear recommendations: Present solutions, not just problems.
- 4 Build leverage through expertise: Position yourself as the go-to person for DEI insights.
- 5 Create accountability structures: Establish regular reporting and review processes.

Key questions to guide your consultancy approach:

- How can HR support DEI within the organisation and what data would be most useful?
- What should be measured in DEI efforts?
- How do we ensure all voices are heard in decision-making processes?
- What are the informal and formal roles needed for successful DEI implementation?



CHAPTER 7

Mental Health and Wellbeing of DEI Professionals

7.1 - Guided meditation

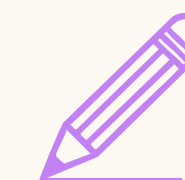
Before you start... take a pause



Listen to this [guided meditation](#) to settle into your body and mind by Tess Pairon, Somatic wellbeing facilitator.

7.2 - Workbook – Mental Health and wellbeing

Facilitators Stine Chen & Tess Pairon developed a beautiful workbook for DEI practitioners to make a start with Mental Health and wellbeing. Try it out:



GO TO
WORKBOOK DEI &
WELL-BEING



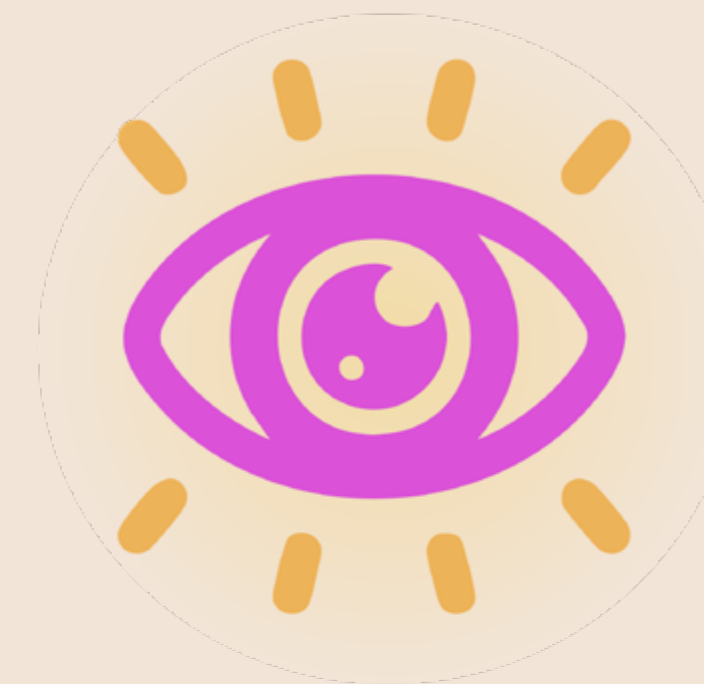
7.3 Develop your emotional regulation toolkit

Understanding your triggers and stress responses enables you to engage more strategically:



- **Body awareness:** Notice where you feel stress physically (tension, breath changes, energy shifts)
- **Earthing:** Swim, walk or lay down with direct contact to the earth through your feet to help discharge stress and restore natural electrical balance
- **Aromatherapy:** Use essential oils like lavender, bergamot or eucalyptus through diffusion, topical application or direct inhalation to activate the limbic system and promote calm
- **EFT (tapping):** Apply gentle pressure to specific meridian points while acknowledging difficult emotions or thoughts to help process and release stored tension
- **Grounding techniques:** Practice the 5-4-3-2-1 method during difficult conversations
- **Breathing practices/breathwork:** Use box breathing (4 counts in, 4 hold, 4 out, 4 hold) and other regulation techniques
- **Movement:** Develop simple physical practices that help you reset energy (therapeutic movement/dance)
- **Nervous system mapping:** Understand your hyperarousal (fight/flight) and hypo-arousal (freeze/fawn) responses

THE 5-4-3-2-1 GROUNDING TECHNIQUE



ACKNOWLEDGE 5
THINGS THAT YOU CAN
SEE AROUND YOU



ACKNOWLEDGE 4
THINGS THAT YOU CAN
TOUCH AROUND YOU



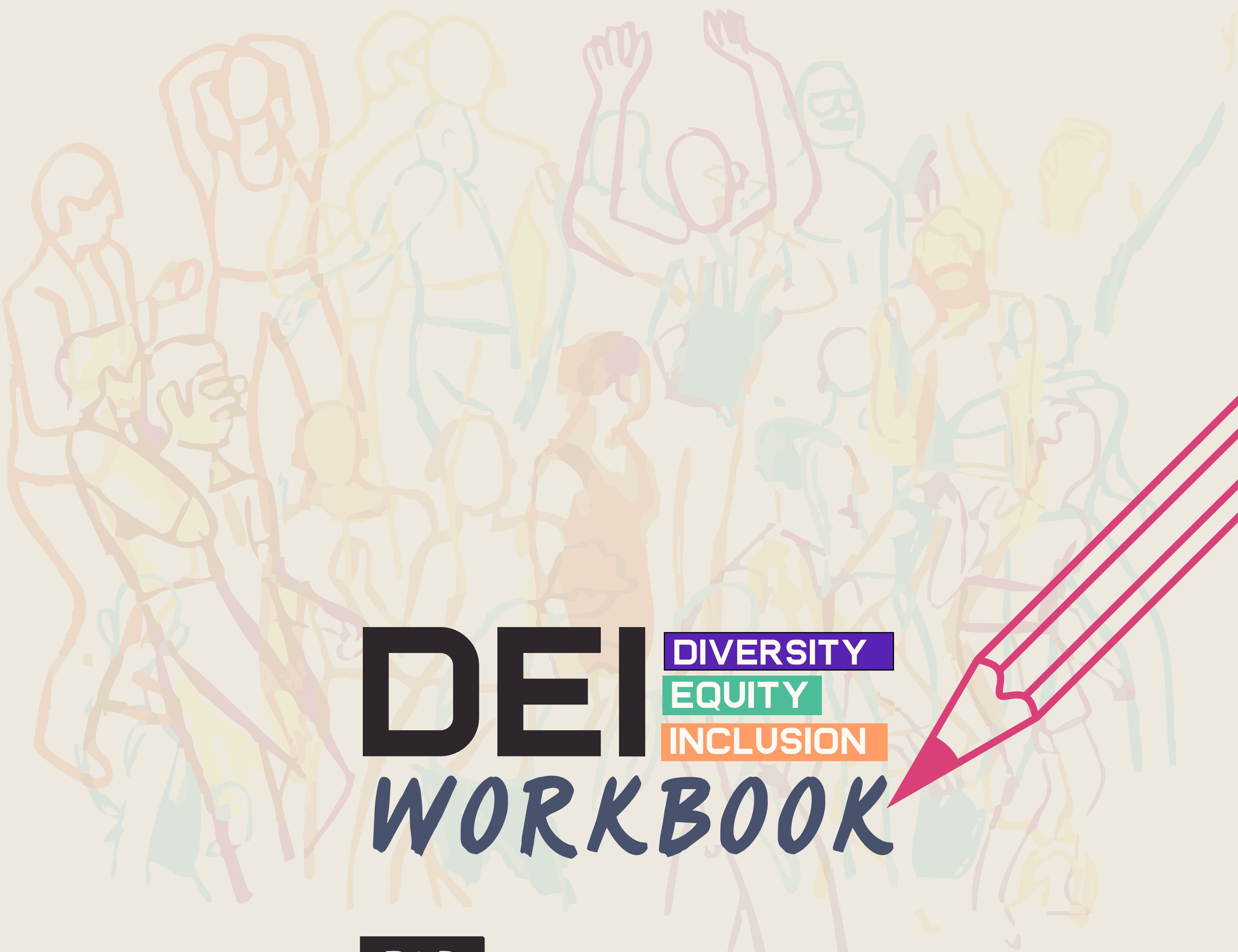
ACKNOWLEDGE 3
THINGS THAT YOU CAN
HEAR AROUND YOU



ACKNOWLEDGE 2
THINGS THAT YOU CAN
SMELL AROUND YOU



ACKNOWLEDGE 1
THING THAT YOU CAN
TASTE AROUND YOU.



DEI

DIVERSITY

EQUITY

INCLUSION

WORKBOOK



samen werkt