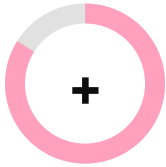


Sam Example

Being inclusive means accepting the differences between people and seeing their positive side. How do you approach differences?

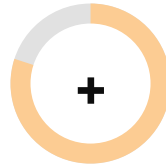
Room for inclusion



You acknowledge and respect the differences between people.

And that is great! However, there is always more to learn. For instance, it might be useful to know about unconscious bias. You can find more information in the tips.

Room for diversity



You see some benefits in working with people who differ from each other.

Research shows that more diverse teams achieve better results. And you also believe that. So, you try to ensure a smooth collaboration between teammates. How does this work? Read the tips.

Openness to change



You are open to change.

Because you are open change, you are quick to embrace new ways of working. And that's great! Change is sometimes necessary, but not easy for everyone. Read the tips to learn how you can help others adapt to change.

Managing differences



You do a lot to bring the people around you closer together.

You already know that encouraging others to listen to and learn from each other ensures that everyone feels heard and seen. You do this on a regular basis. It helps to create a safe and inclusive atmosphere. Do you want to contribute even more? Read the tips to find out how.

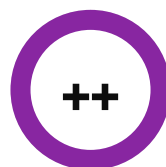
Diversity of your network



For the most part, your network consists of people who are similar to you.

Having a diverse network can broaden your horizons. Do you want to welcome more diverse people into your network? Try to connect with people who are different than you. This can make for fun and interesting conversations!

Your inclusion experience



You have a strong sense of belonging at work.

Everyone should feel accepted and valued at work. You can help others by becoming an ally. Read the tips for more information.

What Is This Report About?

Inclusion is about belonging and participation. Thus, being inclusive means accepting the differences between people and seeing the good in them. How do you approach differences? This can be found in this report.

Report Content

About This Report

On the previous page, you received a summary of your scores. These are based on your answers to the questionnaire. In the summary, we offer a statement about your results and a short tip per topic. In the next part of the report, you can see your score for each topic and read more information about it. We also explain the tip you received in more detail.

- **Room for inclusion**
Do you accept and appreciate the differences between people?
- **Room for diversity**
Do you see the added value of diversity?
- **Openness to change**
Do you have a positive attitude towards change?
- **Managing differences**
Do you ensure a safe and inclusive atmosphere at work?
- **Diversity of your network**
How diverse is your network?
- **Your inclusion experience**
Do you feel included at work?

Your Scores

The Numbers

You answered each question on a scale from 1 to 10. Each score represents the average of your answers per topic.

What Do '+' and '!' Mean?

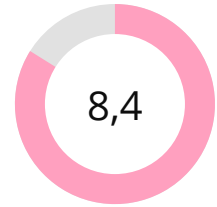
The topics on the first page are marked with pluses or exclamation marks. This says something about your score. If your score is higher than 7 but lower than 8.5, it receives a plus (+) in the overview. Scores above 8.5 receive two pluses (++). For scores that are lower than 7 but higher than 5.5, there is an exclamation mark (!). Scores lower than 5.5 receive two exclamation marks (!!). We explain how you can improve the scores with exclamation marks in the report.

Comparison with Others

We also compared your score with those of others who completed the questionnaire. This comparison was made per topic. You can find this information under the heading 'Norm Score'. To simplify the interpretation, the scores are divided into four categories. We label your score as 'average' when it is similar to that of the comparison group. If your score is among the 15% lowest, then we label it as 'low'. Scores between 'low' and 'average' are considered 'below average'. If your score is among the 25% highest, then we consider it 'high'. For example, if you read 'Norm Score: Low', this means that your score is low compared to others who completed the questionnaire.

Room for inclusion

Accepting and appreciating the differences between people.



Explanation of Each Score

Accepting Differences



Norm Score: Below average.

Accepting differences refers to accepting others, even if they are different than yourself. In some situations, people with a below average score might find it more difficult than others to accept differences. They might prefer engaging with people who behave or think like them.

Appreciating Differences



Norm Score: Average.

Appreciating differences means valuing people who are different than you. For people with an average score, this is often the case. They acknowledge the unique talents of others and appreciate their contribution.

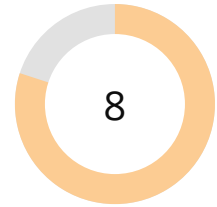
TIP: Make differences disappear by looking for similarities

In an inclusive organisation, everyone feels accepted and valued. Each person has unique qualities that can contribute to the team. If you already know what your teammates are good at, it might be good to offer them some praise. Are your colleagues aware of what you admire in them? How often do you compliment them for good work? Reflect on these topics and see if there is anything you could do more. Making compliments contributes to a positive atmosphere. It makes others feel valued and gives them confidence in themselves.

Do you want more tips on embracing differences? See the Inclusion library.

Room for diversity

Recognising the added value of diversity.



Explanation of Each Score

Diversity Beliefs



Norm Score: Low.

Diversity beliefs say something about how people perceive differences. Some believe that similar teammates collaborate better than different ones, or vice versa. People with a low score might prefer working with similar colleagues. They might believe that bringing more diversity into the team is not always the best idea.

Trust



Norm Score: High.

People with high scores have a lot of faith in others. They assume most people have good intentions. In turn, this might also encourage others to put their trust in them.

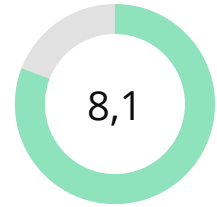
TIP: Help your team by focusing on shared goals

Research shows that teams with diverse members perform better than teams with similar members. Diverse teams are especially good at solving complex problems, because they approach them from multiple angles. This helps them find unexpected solutions. In addition, having colleagues with different backgrounds increases group knowledge. Thus, it is important to make use of all strengths in the group. However, differences can also lead to conflict from time to time. You can help your teammates by expressing your confidence in them. Or by emphasising how each member contributes to your goals as a team. What are you all working towards? By keeping these goals in mind, you shift the focus from what divides you to what brings you together.

Are you curious about the benefits of diversity? Take a look at the Inclusion library!

Openness to change

Thinking positively about change.



Explanation of Each Score

Willingness to Change



Norm Score: Average.

Being willing to change means wanting to participate in change. People with average scores are generally open to change. They often perceive changes as opportunities to improve. They are committed to implementing changes successfully.

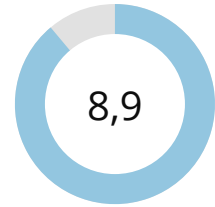
TIP: Help others see the benefits of change

Many people worry when faced with a change: what if things go wrong? Even if you don't experience this yourself, it is important to understand that worrying is a natural reaction. Changes come with many uncertainties. However, you can help others by putting things into perspective. What are the benefits of change? What are the risks? Can these risks be avoided? Encourage others to reflect on these questions and make a list. You can also contribute with your own ideas and answers. What can be done if things do not go as planned? Preparing for emergencies gives people a sense of control. This helps them feel more optimistic about change.

In the Inclusion library, you can find more tips on building a flexible mindset and facilitating open conversations.

Managing differences

Creating a safe and inclusive work atmosphere.



Explanation of Each Score

Promoting Safety



Norm Score: High.

Promoting safety means allowing others to be themselves. In a safe environment, people dare to be open, honest, and vulnerable. They are not afraid of making mistakes and try to learn from them. People with high scores come across as helpful and caring. This makes it easy for others to ask for their support.

Inclusive Leadership



Norm Score: Average.

Inclusive leadership means creating an environment where everyone is treated fairly and listened to. It involves inviting others to share their ideas and participate in decision-making. People with 'average' scores take an active role in promoting inclusive leadership.

TIP: Encourage your teammates to exchange ideas

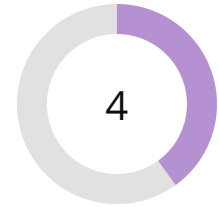
Teams work better when everyone contributes with ideas. Encourage all team members to participate! This way, you won't miss out on any good ideas or points of concern. It is also important to consult with your colleagues before making decisions that will affect them. This helps you gain their trust and shows that you value their contribution. More tips on how to support your team:

- Invite others into the conversation.
- Emphasise that all ideas are welcome.
- Pay attention to group dynamics. Make sure that everyone has the opportunity to speak.
- Encourage team members to exchange ideas and rely on each other.
- Check in from time to time: does anyone need your help? Not everyone feels comfortable asking for it.

The Inclusion library provides more tips on inclusive leadership and psychological safety.

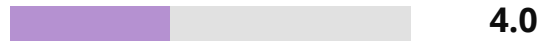
Diversity of your network

Having a broad and diverse network.



Explanation of Each Score

Diversity of Contacts



Norm Score: Low.

People with low scores have little contact with individuals who differ from them. This means that they might not get a lot of chances to discuss different points of view.

Intercultural Network



Norm Score: Low.

People with low scores have little contact with people from different cultures. Thus, they might know less about people from other cultural backgrounds.

TIP: Broaden your network.

It's common for people to have relationships with similar others. Connecting with people who are different than you can be difficult. Depending on where you live or work, you might have fewer opportunities to meet such people. However, it might be worth actively looking for them. By broadening your network, you can discover new ideas and perspectives. This prevents you from seeing the world from a very narrow angle. It helps you understand the views and experiences of others. Do you want to expand your network? Look for new people inside and outside your immediate circle. For example, you can start a conversation with a colleague you don't know very well. Choose a topic that you are comfortable with. What would you like to know about that person? You can also meet new people by attending special events, such as concerts, markets, exhibitions, or workshops. Are you interested in a particular group? You can try to attend events that are organised for or by the members of this group.

Do you want more tips on how to expand your network? Are you interested in the topic of intercultural communication? Check the links in the Inclusion library!

Your inclusion experience

Until now, the report has been about how you experience the differences between people and how you react to them. We also asked you questions about whether you feel included at work. That is what this part is about. Do you feel that you can be yourself at work? Or do you feel excluded at times? And how about others? Can your colleagues be themselves at work?

Explanation of Each Score

Inclusion Experience



10.0

You feel comfortable in your working environment. This protects your happiness and well-being at work. However, it is also important to reflect on how you could help others. Is everyone feeling safe to express themselves? Are there any people who feel left out? What can you do to help them feel more included? Discuss this with your colleagues. You might end up having some interesting conversations.

Work Inclusion



10.0

You believe that people feel included at work. That is great news! However, it is always good to double-check your impressions. Maybe some colleagues experience work differently than you imagined. It does not hurt to open a conversation about it. Do they feel like they belong?

If some of your colleagues feel left out, you can support them by becoming an ally. This involves actively speaking up against discrimination, prejudice, and inequality. But it also means intervening when you notice injustice happening. Visit the Inclusion library for some examples of how you can do this in practice.

In Conclusion

People are different from each other. Some differences are more visible than others, but everyone has their unique talents. Regardless of differences, everyone should feel like they matter and belong.

When discussing diversity and inclusion, we often think of women or people with different cultural backgrounds. However, diversity is much more than that. It refers to all aspects in regards to which people differ, such as gender identity, religion, ethnicity, personal values, and needs. All people want to feel seen, heard, and accepted for who they are. Regardless of age, gender, educational background, or skin colour - diversity and inclusion concern everyone.

In this report, you could see your scores on the Inclusion Scan and read about what they mean. You also received a couple of tips. Thus, you now know what you can do to make your world a little more inclusive. What would you like to change and when do you get started? Using your tips, you can create a personal action plan. You can find additional tips in the resources library.