

TOOLBOX

Diversity and inclusion



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Welcome to this toolbox on diversity and inclusion!

We're happy to see that you have found your way to this toolbox.



In this toolbox we collect some **tools and good practices** as inspiration for your organisation to **work on diversity and inclusion**. Some of these tools were developed as part of the PREVENT project. The aim of this project is to reduce discrimination against LGBTQI+ employees and improve their psychosocial well-being at work. The other tools are freely available on the internet.

Perhaps you recognise the added value of diversity and inclusion in organisations. After all, you have found the way to this toolbox.



Why is it necessary to work on diversity and inclusion? All too often employees are discriminated against and excluded from the workplace because of their "otherness". This has a negative impact on their well-being at work.



Every employee has the right to feel good at work. This is not only a **moral obligation**, but also a **legal** one.



The European Framework Directive of 1989 (89/391/EEC) deals with taking **measures to improve the health and safety** of employees. This also includes the **mental health** of employees. Special attention should be given to the most **vulnerable groups**.



In addition, there are also **economic reasons** for embracing diversity and inclusion. Diversity and inclusion can lead to more **creativity** and **innovation** in the workplace, due to the multitude of perspectives that are brought in. An inclusive organisational culture also contributes to lower turnover and absenteeism rates.

For whom is this toolbox intended?

For anyone who wants to work on an inclusive organisational culture within their own organisation.

From the next page on you'll find a table with link to different tools that can help your organisation working on diversity and inclusion.

These tools are divided into a matrix structure.

1. In the rows, different topics are listed on which the tools and good practices are focused, namely
 1. General policy
 2. Human resources policy
 3. Leadership
 4. Internal and external communication
 5. Networks

A separate row is provided for the tools developed within this project. These tools are also discussed in more detail than the other tools and good practices.

2. The columns represent different levels at which tools and good practices can have an effect within an organisation, i.e.
 6. Organisation / HR
 7. Managers / supervisors
 8. Team
 9. Employees

Table 1: Tools and good practices around different policy domains

	Organisation / HR 	Managers / supervisors 	Team 	Employees 
PREVENT tools	ORGANISATION SCAN DIVERSITY AND INCLUSION RISK ANALYSIS DIVERSITY AND INCLUSION E-LEARNING ORGANISATIONAL POLICY DIVERSITY AND INCLUSION E-LEARNING LGBTQI+ FRIENDLY POLICY	E-LEARNING AWARENESS RAISING DIVERSITY AND INCLUSION E-LEARNING LGBTQI+ FRIENDLY POLICY	E-LEARNING AWARENESS RAISING DIVERSITY AND INCLUSION E-LEARNING LGBTQI+ FRIENDLY POLICY	E-LEARNING AWARENESS RAISING DIVERSITY AND INCLUSION E-LEARNING LGBTQI+ FRIENDLY ORGANISATIONAL POLICY
General policy 	THE BUSINESS CASE FOR DIVERSITY IN THE WORKPLACE: SEXUAL ORIENTATION AND GENDER IDENTITY EQUAL WORKPLACES, EQUAL RIGHTS: INCREASING LGBTQI+ ACCESS TO EMPLOYMENT IN THE COMMONWEALTH	THE BUSINESS CASE FOR DIVERSITY IN THE WORKPLACE: SEXUAL ORIENTATION AND GENDER IDENTITY EQUAL WORKPLACES, EQUAL RIGHTS: INCREASING LGBTQI+ ACCESS TO EMPLOYMENT IN THE COMMONWEALTH		

	LESBIAN, GAY & BISEXUAL DIVERSITY IN THE WORKPLACE	LESBIAN, GAY & BISEXUAL DIVERSITY IN THE WORKPLACE		
Human resources policy 	HIREME THE RECRUITMENT AND RETENTION OF TRANSGENDER STAFF – GUIDANCE FOR EMPLOYERS TRANS-INCLUSIVE WORKPLACES: GUIDELINES FOR EMPLOYERS AND BUSINESSES	TRANS-INCLUSIVE WORKPLACES: GUIDELINES FOR EMPLOYERS AND BUSINESSES		
Leadership 		MANAGERS' QUICK GUIDE TO LGBTI INCLUSION LINE MANAGERS: HOW TO MANAGE A DIVERSE WORKFORCE		
Internal and external communication 	PRINCIPLES OF INCLUSIVE COMMUNICATION – AN INFORMATION AND SELF-ASSESSMENT TOOL FOR PUBLIC AUTHORITIES	EDUCATIONAL VIDEO ON SOGIESC PRINCIPLES OF INCLUSIVE COMMUNICATION – AN INFORMATION AND SELF-ASSESSMENT TOOL FOR PUBLIC AUTHORITIES		EDUCATIONAL VIDEO ON SOGIESC PRINCIPLES OF INCLUSIVE COMMUNICATION – AN INFORMATION AND SELF-ASSESSMENT TOOL FOR PUBLIC AUTHORITIES

	INCLUSIVE WORKPLACES – INCLUSIVE COMMUNICATION GUIDE INCLUSIVE COMMUNICATION IN THE GSC	INCLUSIVE WORKPLACES – INCLUSIVE COMMUNICATION GUIDE INCLUSIVE COMMUNICATION IN THE GSC		INCLUSIVE WORKPLACES – INCLUSIVE COMMUNICATION GUIDE INCLUSIVE COMMUNICATION IN THE GSC
<p>Networks</p> 	SETTING UP AN LGBT EMPLOYEE NETWORK GROUP TOOLKIT: AN LGBTI+ EMPLOYEE NETWORK			SETTING UP AN LGBT EMPLOYEE NETWORK GROUP TOOLKIT: AN LGBTI+ EMPLOYEE NETWORK

Organisation scan diversity and inclusion



WHAT?

The organisation scan is an Excel tool that can be used to check how far your organisation has come with regard to their policy on diversity and inclusion. The organisation scan consists of a number of statements about diversity and inclusion within your organisation with regard to various themes, i.e. general policy, HR policy, leadership, internal and external communication and diversity networks.

For each statement you can choose yes or no to indicate whether this statement applies to your organisation. Based on the chosen answer, you will immediately receive feedback that you can use as an organisation to get started. Sometimes, if you have indicated yes to a statement, a few more in-depth questions will appear in the tool. In addition, it is also possible to integrate your own comments on statements in this tool and to define all possible further actions.



FOR WHOM?

The organisation scan is intended to check at the organisational level how far an organisation has progressed in their diversity policy. It is best to go through this scan with a representative working group. This working group includes, for example, board members, members of the hierarchical line, employee representatives, HR employees, confidential counsellors, etc.



HOW LONG?

Allow at least half a day for going through the organisation scan. This will give the working group sufficient time to think about and discuss the various statements. This in itself can lead to new insights.



WHERE?

To be consulted via [WEBLINK](#)

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Risk analysis diversity and inclusion



WHAT?

The risk analysis psychosocial well-being with a focus on diversity and inclusion provides organisations with a tool to identify risks related to the psychosocial well-being of employees. This guide describes how these risks can be identified by means of a quantitative or qualitative risk analysis.

A quantitative risk analysis involves a survey that calculates scores for a number of risks, and also links these to possible consequences for these risks. In a qualitative risk analysis, employees are asked about possible psychosocial risks on the basis of group discussions or individual interviews. The guide describes questions that can be asked, both for the quantitative risk analysis and for the qualitative risk analysis. Both methods are explained on the basis of a step-by-step plan. After all, the risk analysis extends beyond mapping the current situation, but also looks to be able to build together towards solutions.



FOR WHOM?

This guide is intended for those involved in the prevention of psychosocial risks at work. This could be, for example, a working group on well-being in an organisation. This (representative) working group includes, for example, board members, members of the hierarchical line, employee representatives, HR employees, confidential counsellors, etc.



HOW LONG?

This guide contains a step-by-step plan for carrying out a risk assessment on psychosocial well-being with a focus on diversity and inclusion. How much time exactly should be spent on this step-by-step plan depends on many factors. Therefore, it is important for an organisation to develop a project plan based on the step-by-step plan with an estimate of how much time each of the steps will take.



WHERE?

To be consulted via [WEBLINK](#)

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WHAT?

This e-learning serves as an introduction to the topic of diversity and inclusion. Multiple choice and reflection questions are used to broaden the general knowledge on the subject of diversity and inclusion. The first part of the e-learning focuses on the concept of diversity. Diversity is everywhere and manifests itself in different ways. The second part addresses the question of whether equal treatment leads to an equal outcome and how we can take into account disadvantaged groups or the voice of the minority. The third part deals with the added value of diversity and inclusion. The fourth section deals with the legal framework on health and safety at work and on discrimination in the workplace. The fifth section deals with the difference between stereotypes, prejudice and discrimination and how these concepts relate to each other.



FOR WHOM?

This e-learning is suitable for everyone in the organisation. Both managers / supervisors and employees can go through this e-learning.



HOW LONG?

Going through this e-learning takes about 70 minutes.



WHERE?

To be consulted via [WEBLINK](#)

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WHAT?

This e-learning is about installing a policy on diversity and inclusion within the organisation. The e-learning starts from the metaphor of a diversity policy as a tree that needs to be planted and nurtured. The different themes are presented by means of the roots, branches and trunk of the tree. The following themes are addressed: general policy, HR policy, leadership, internal and external communication and diversity networks. For each theme, multiple choice questions and reflection questions provide tips on how diversity and inclusion can be included into the broader policy of the organisation.



FOR WHOM?

This e-learning is primarily intended for people who help to design and shape the organisation's policy. We are thinking here of the board / management of an organisation or of the HR department. In addition, this e-learning can also be a good starting point for setting up a working group on diversity and inclusion within the organisation.



HOW LONG?

Going through this e-learning takes about 75 minutes.



WHERE?

To be consulted via [WEBLINK](#)

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WHAT?

This e-learning is about building an LGBTQI+ friendly organisational policy. First, this e-learning discusses LGBTQI+ terminology. Then, discrimination of LGBTQI+ employees and its impact on their psychosocial well-being is discussed. The legal frameworks are also briefly outlined here. Next, some tips are given to make policies more LGBTQI+-friendly, e.g. by drafting inclusive job vacancies, or by using inclusive language in all internal and external communications.



FOR WHOM?

This e-learning is primarily intended for people who help design and shape the policy of the organisation. We are thinking of the board / management of an organisation or the HR department. In addition, the e-learning can also be completed by employees who want to find out more or LGBTQI+ employees.



HOW LONG?

Going through this e-learning takes about 30 minutes.



WHERE?

To be consulted via [WEBLINK](#)

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Educational video on SOGIESC



WHAT?

These videos will guide you through the basic terminology of Sexual Orientation, Gender Identity, Gender Expression and Sex Characteristics (SOGIE(SC)), and familiarize you with the concept of LGBTI.

Source: Cavaria



WHERE?

<https://www.youtube.com/watch?v=IrXLQTFoNHU&t=3s>

<https://www.youtube.com/watch?v=elgneZufRVM>

<https://www.youtube.com/watch?v=NfMGsRh-Jul>

Hireme



WHAT?

Hireme is an interactive simulation game that allows a player to step into the shoes of an LGBTI+ person getting ready for a job interview. By taking on the role of an LGBTI+ person going to a job interview, it is possible for players to experience the stress inherent in this scenario. This simulation game aims to make (potential) employers and recruiters aware of the issues surrounding this topic.

Source: Kliq



WHERE?

<https://hireme.kliqzw.be/>

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Setting up an LGBT employee network group



WHAT?

This guide will help you take the first steps to forming a network, going through how to get support from your organisation, how to build your membership base, and more.

Source: Stonewall



WHERE?

This brochure can be downloaded from:

https://www.stonewall.org.uk/system/files/setting_up_an_lgbt_employee_network_group.pdf

Toolkit: An LGBTI+ employee network



WHAT?

Would you like to start a network yourself, but don't know how to get others involved? Or do you, as a company leader, want to support the network of your employees? This toolkit by KliQ Works will help you on your way, with tips, tricks, testimonies and good examples.

Source: Kliq



WHERE?

This brochure can be downloaded from:

https://www.kliqworks.be/wp-content/uploads/2018/10/toolkit_lgbtnetwork_ENG.pdf

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Trans-inclusive workplaces: Guidelines for employers and businesses



WHAT?

This guide for employers and businesses provides information and guidelines on creating trans-inclusive workplaces.

Source: Transgender Europe



WHERE?

This brochure can be downloaded from:

https://tgeu.org/wp-content/uploads/2018/06/TGEU_transinclusiveworkplaces_web201806.pdf

The recruitment and retention of transgender staff – guidance for employers



WHAT?

This guide, which is specifically aimed at employers, is designed to help them recruit and retain transgender employees. It is also a useful guide for the managers of trans staff and for trans staff themselves.

The document addresses the recruitment and retention of transgender staff from an operational and strategic perspective. We include practical advice, suggestions and ideas, based on the expertise and experience of our contributors.

Source: Government Equalities Office



WHERE?

This brochure can be downloaded from:

https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/484855/The_recruitment_and_retention_of_transgender_staff_guidance_for_employers.pdf

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Principles of inclusive communication – An information and self-assessment tool for public authorities



WHAT?

This document brings together the knowledge and experience of people with communication support needs and service providers to offer a practical approach to delivering inclusive communication.

Source: The Scottish Government



WHERE?

This brochure can be downloaded from:

<https://www.gov.scot/binaries/content/documents/govscot/publications/advice-and-guidance/2011/09/principles-inclusive-communication-information-self-assessment-tool-public-authorities/documents/0120931-pdf/0120931-pdf/govscot%3Adocument/0120931.pdf?forceDownload=true>

Inclusive workplaces – Inclusive communication guide



WHAT?

This Inclusive communication guide is a working document developed by the Diversity, Culture and Engagement team to be used by managers, teams and individuals as a guide to building more inclusive workplace cultures.

Source: Queensland Government



WHERE?

This brochure can be downloaded from:

<https://qed.qld.gov.au/workingwithus/induction/workingforthedepartment/humanresources/Documents/inclusive-communication-guide.pdf>

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Inclusive communication in the GSC



WHAT?

The purpose of this document is to provide some guidance on language use and visuals, and give examples, based on the use of English, which are relevant to the GSC working environment.

Source: Council of the European Union – General Secretariat



WHERE?

This brochure can be downloaded from:

https://www.consilium.europa.eu/media/35446/en_brochure-inclusive-communication-in-the-gsc.pdf

The business case for diversity in the workplace: sexual orientation and gender identity



WHAT?

The aim of this study is to fill this gap by providing examples of good practices adopted by companies in the EU that actively promote LGBTI inclusion, highlighting the social and economic benefits that this can bring.

Source: European Commission



WHERE?

This publication can be downloaded from:

https://ec.europa.eu/info/sites/info/files/report_companies_final_en.pdf

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Equal workplaces, equal rights: increasing LGBTQ+ access to employment in the Commonwealth



WHAT?

This Equal Workplaces, Equal Rights: Increasing LGBTQ+ Access to Employment in the Commonwealth Best Practice Guide is intended to give an overview to organisations on how they can best support LGBTQ+ employees and create an inclusive environment for all staff.

Source: Stonewall



WHERE?

This publication can be downloaded from:

https://www.stonewall.org.uk/system/files/equal_workplaces_equal_rights_-_increasing_lgbtq_access_to_employment_in_the_common_-_online.pdf

Lesbian, gay & bisexual diversity in the workplace



WHAT?

This timely guide is an important addition to the advice now available to employers, employees and trades unions on the economic and business case for equality and diversity as it pertains to lesbian, gay, bisexual and transgender people. It highlights specific issues that LGBT employees may experience in the workplace, and suggests how companies and trades unions can address them.

Source: GLEN



WHERE?

This publication can be downloaded from:

http://www.ilga-europe.org/sites/default/files/workplace_guide.pdf

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Managers' quick guide to LGBTI inclusion



WHAT?

This one pager gives some tips to managers to facilitate LGBTI inclusion at the workplace.

Source: Pride in diversity



WHERE?

This publication can be downloaded from:

https://www.griffith.edu.au/__data/assets/pdf_file/0020/196031/PiD_Managers-quick-guide-to-inclusion.pdf

Line managers: How to manage a diverse workforce



WHAT?

The very best employers have learnt that the best way to make sure all levels of an organisation understand the importance of diversity is to develop interventions that help all managers understand how diversity enhances the performance of their teams. Organisations are employing increasingly creative methods to achieve this. The latest Stonewall workplace guide shares examples of how this work is done.

Source: Stonewall



WHERE?

This publication can be downloaded from:

https://www.stonewall.org.uk/sites/default/files/line_managers.pdf

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