



Policies, Practices and the People in Between

Navigating towards Inclusive Workplace Cultures in the Dutch Harbor Sector

Insights Phase 1: Data-Driven Inclusive Culture Diagnosis

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Port of Rotterdam Industrial Complex:

Workforce Challenges & Opportunities

Key Challenges

- Labor shortages; Ageing workforce
- Need for innovation to support energy transition

DEI as a Strategic Priority

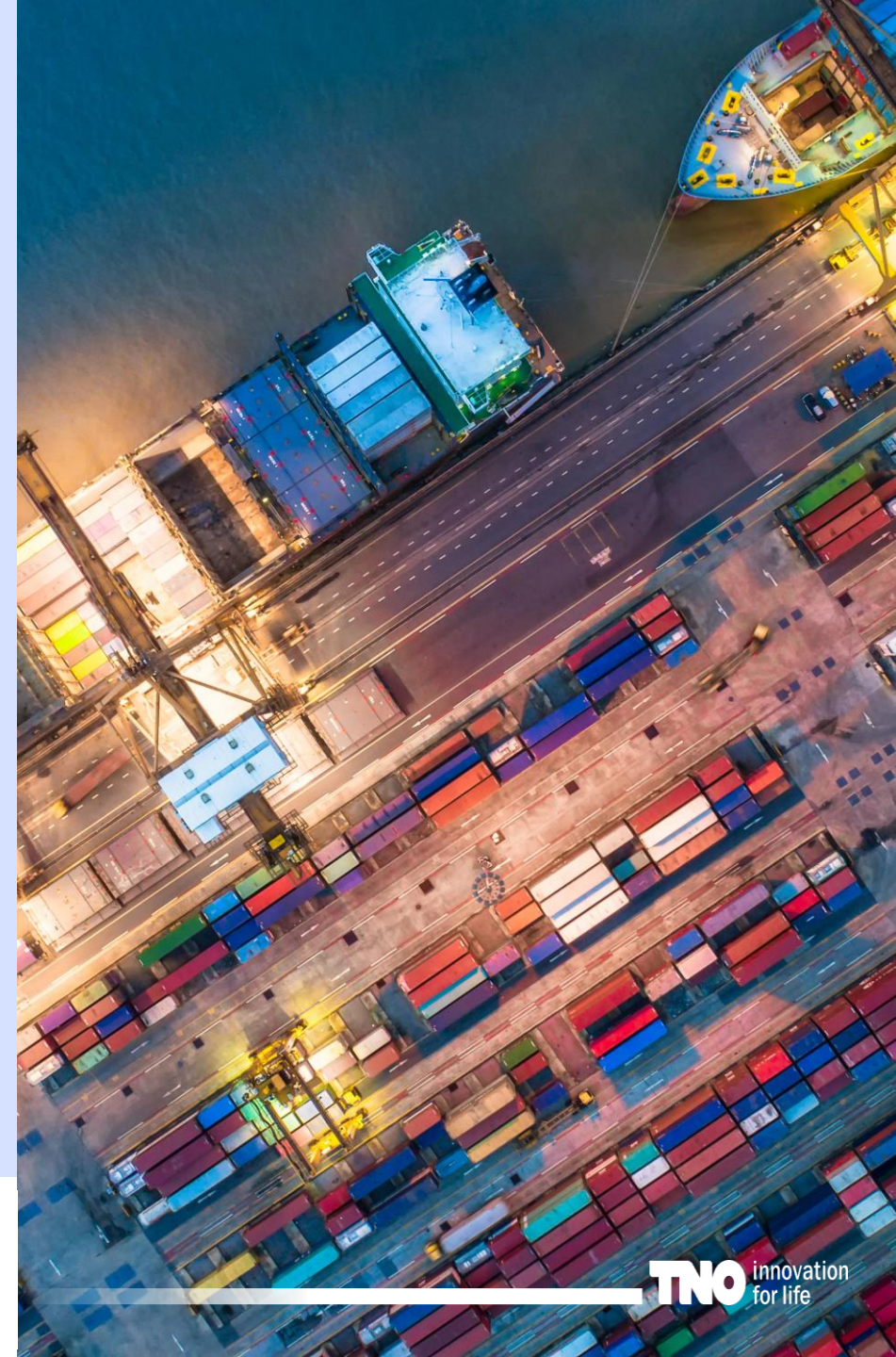
- Current workforce: mostly male, middle-aged, white
- Difficulty attracting and retaining underrepresented talent

Research & Method

- Applied Research : TNO; Deltalinqs; Human Capital Coalition Energy Transition; Port of Rotterdam
- Method: Mixed – Desk, Interviews, Questionnaire

Aim

- Data-driven method to assess and improve Inclusive Workplace Culture



DEI: from policy to practice

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Is Your Company's Diversity Training Making You More Biased?

Corporate inclusion programs often trigger an us-versus-them mind-set. But establishing shared goals can help get teams on track.

by [David Rock](#) and [Heidi Grant Halvorson](#)



A version of this article appeared in the Autumn 2017 issue of strategy+business.

Although diversity and inclusion training is prevalent in corporate America, its impact is inconsistent. According to the evidence, sometimes the programs even have the opposite effect of what they intend. [One 2016 study](#) of 830 mandatory diversity training programs found that they often triggered a strong backlash against the ideas they promoted. "Trainers tell us that people often respond to compulsory courses with anger and resistance," wrote sociologists Frank Dobbin and Alexandra Kalev in the Harvard Business Review. "and programs that leave out the most important topics tend to have the strongest negative effects."



Why Diversity Programs Fail

by [Frank Dobbin](#) and [Alexandra Kalev](#)

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GENDER

Diversity Policies Rarely Make Companies Fairer, and They Feel Threatening to White Men

by [Tessa L. Dover](#), [Brenda Major](#), and [Cheryl R. Kaiser](#)

JANUARY 04, 2016

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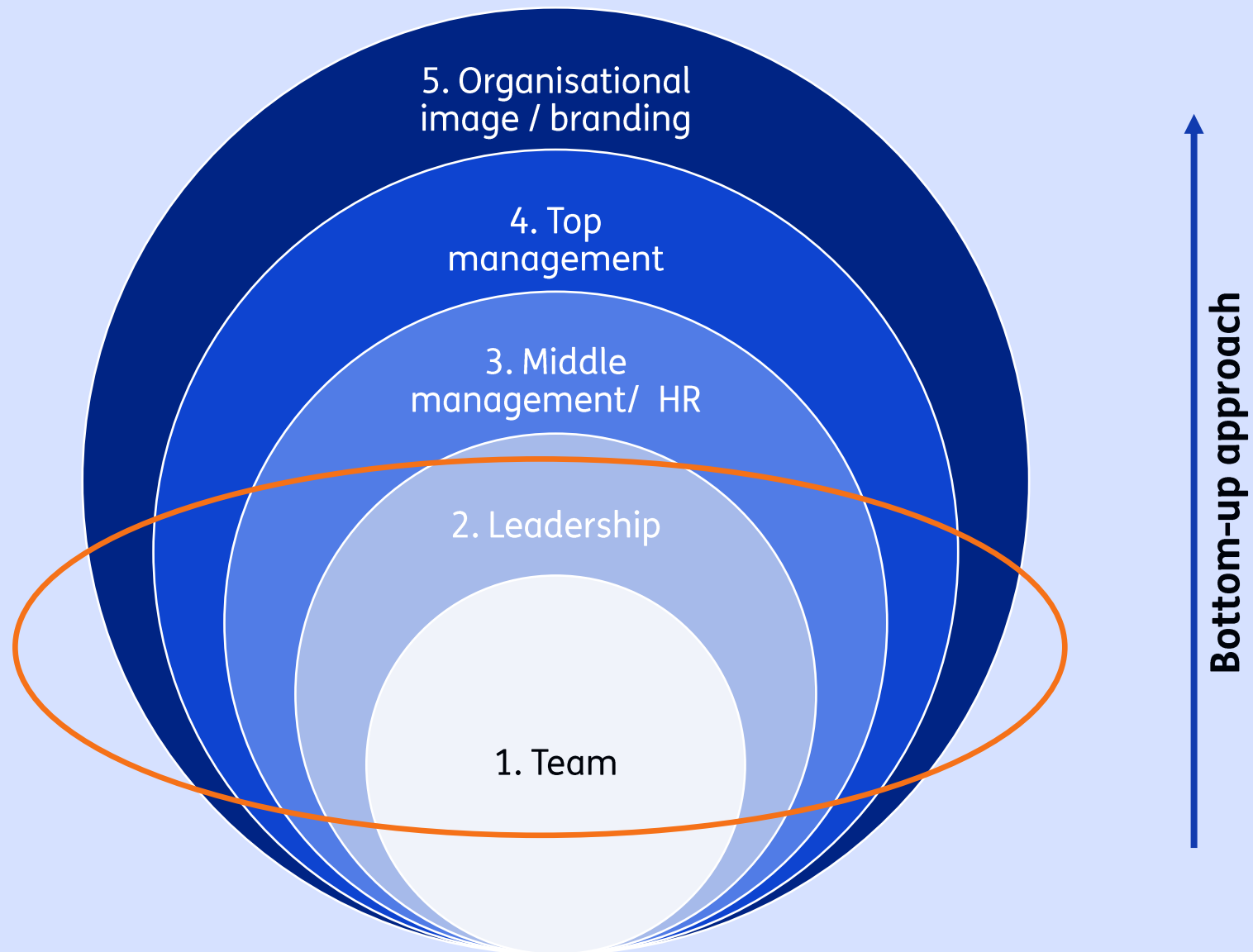
How Corporate Diversity Programs Alienate White Men



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Levels of inclusion in the workplace



Conceptualizing inclusive behaviour at the workplace

Optimal Distinctiveness Theory

Brewer 1991

Employees feel included when their needs for **belongingness** and **uniqueness** are satisfied (*Shore et al., 2011*)

Micro inclusions

Muragishi et al., 2024

Positive social interactions - especially with members from a dominant group, - validate belonging, acceptance and psychological safety (*Dutton & Ragins, 2007*)

Inclusive Leadership

Randel et al., 2018

Leader behaviors focused on facilitating feeling part of the team (belonging) and retaining a sense of individuality (uniqueness) while contributing to common team goals

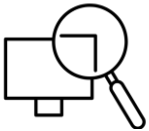
Micro exclusions

Sue et al., 2007

Everyday interactions that send exclusionary / denigrating messages to exclude coworkers (based on their group membership) *Smith et al., 2022*

Methodological approach

Culture diagnosis at 3 Dutch Harbor companies.



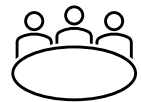
STEP 1: Desk research: Review facts & figures current workforce, introductory meetings



STEP 2: Interviews: 14 in-depth interviews at different levels of the organization



STEP 3: Survey: Collected survey data from employees and team leaders (N = 353 total)



STEP 4: Factsheet & Dialogue: Together with the project team we reflected on outcomes and actions for DEI

Research Questions

What is the current state & motivation regarding Diversity, Equity and Inclusion at the company?

To what extent do team members and leaders see and practice inclusive (leadership) behaviors at the workplace?

Is there alignment in attitudes & behaviors towards Diversity, Equity and Inclusion in the company?

Survey ingredients: Culture Scan Inclusion TNO

BLOCK 1 **Who is the respondent?**

Demographic & background information
Work situation

BLOCK 2 **Inclusive coworker behaviour**

Sense of belonging
Authenticity
Psychological safety
Fair opportunities

BLOCK 3 **Inclusive leadership behaviour**

Recognizing and valuing differences
Voice in decision-making
Vulnerable leadership
Stimulate equal opportunities
Family supportive behaviour

BLOCK 4 **Micro exclusions**

Does it occur?
In what form?
Why is it (not) open for discussion?
Is the manager able to recognize it?

BLOCK 5

Outcomes

Organisation commitment
& turnover intentions

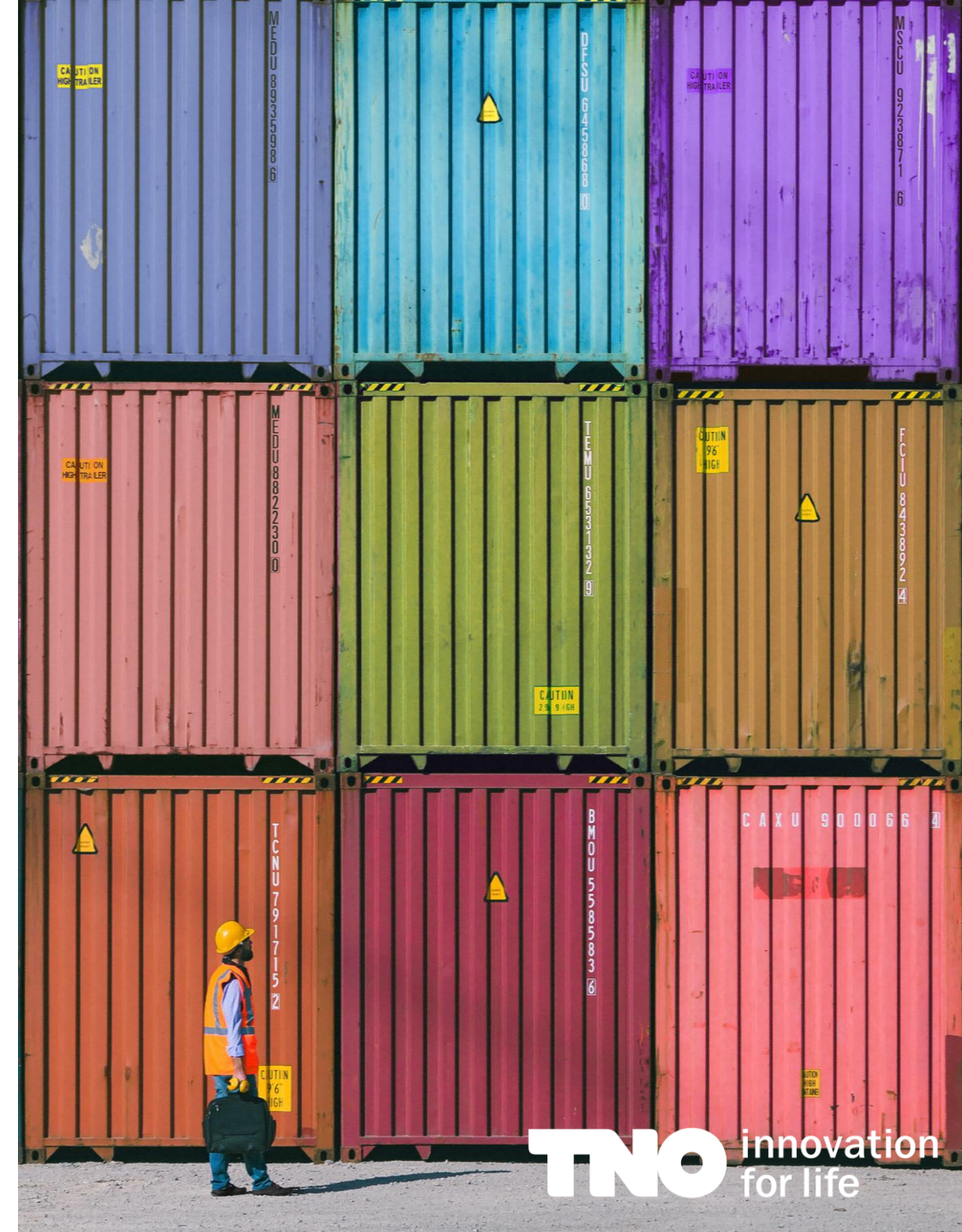
BLOCK 6 **Shades of DEI support**

Should more be done?
Why (not)?

1 = never; 2 = rarely; 3 = sometimes; 4 = regularly; 5 = very often

Sample: 3 pilot organisations

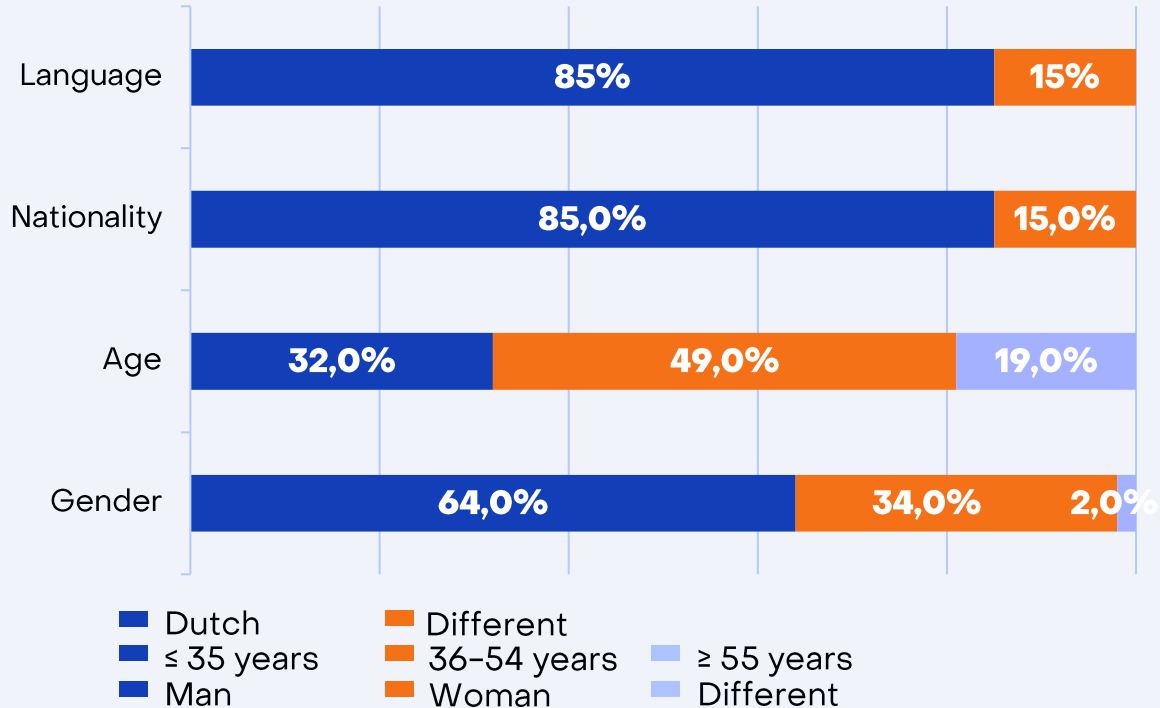
- **Org 1:** industrial and logistics sector
Company size: N = 170
Survey : 60 respondents (35%)
30% leaders and 70% employees
- **Org 2:** logistics service provider
Company size: N = 1,100
Survey : 258 respondents (23,5%)
30% leaders and 70% employees.
- **Org 3** bulk cargo operations
Company size: N = 285
Survey : 67 respondents (23,5%)
45% leaders and 55% employees.



What is the current state & motivation regarding Diversity, Equity and Inclusion at the companies?

Current state diversity

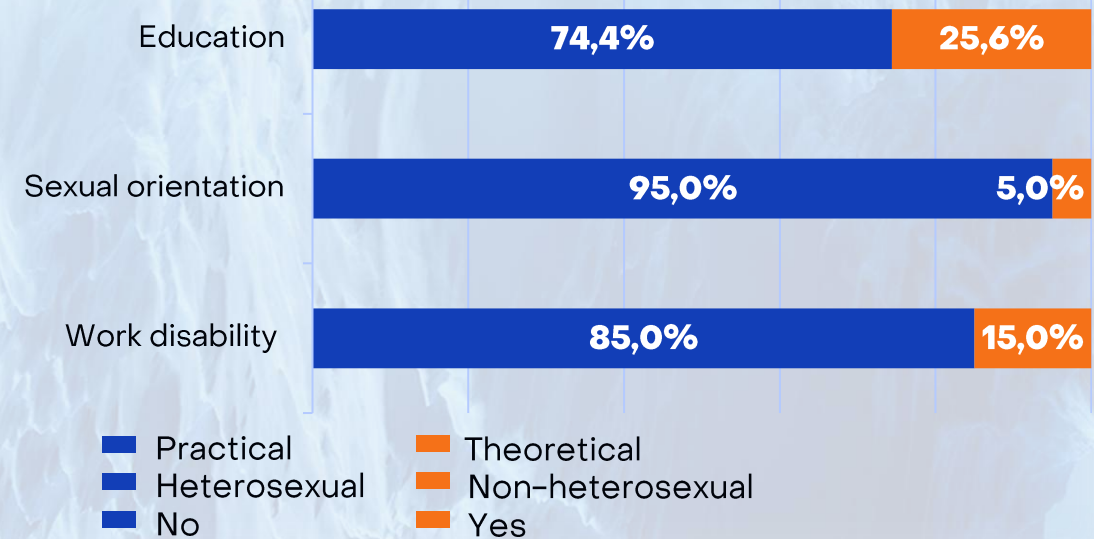
Observable aspects diversity (in numbers)



“Diversity is often noticed, but rarely acknowledged: we count nationalities, gender, and age while a world of invisible diversity remains hidden.”

“Language and culture clustering show how people find safety in what they already know”

Hidden aspects diversity (in numbers)



Current diversity motive



Moral motive (the “right” thing to do)

- Everyone has equal opportunities and chances
- Responsible, ethical and safe workplace



Business case (the “profitable” thing to do)

- Reaching/reflecting the (consumer) market
- Solving labour shortages



Innovation & learning motive (the “smart” thing to do)

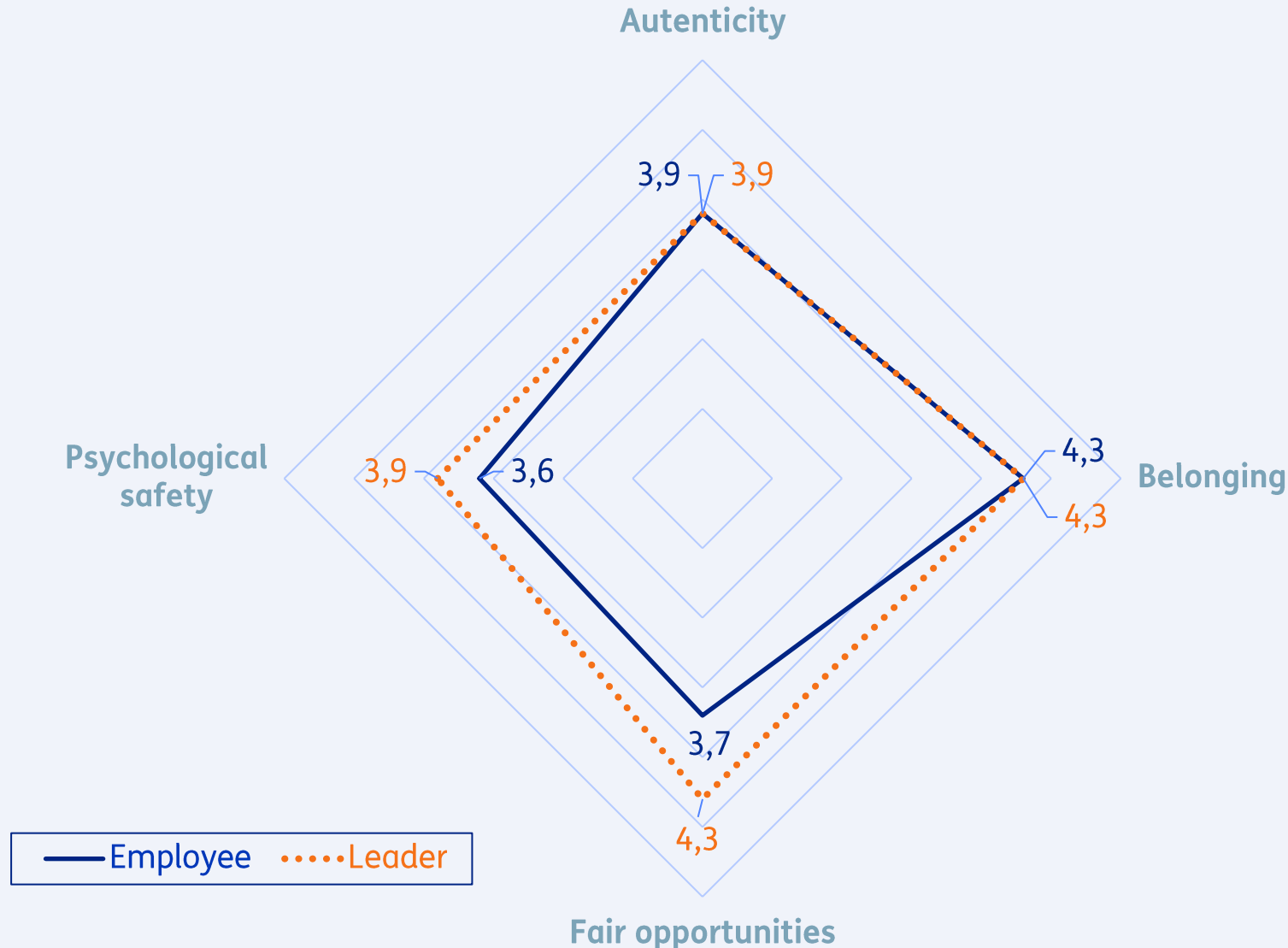
- Diversity as a source for new ideas and knowledge
- Diversity stimulates innovation and resilience

“Our biggest challenge is finding the right professionals in the current tight labor market and ensuring that we continue to develop and make our business more sustainable.”

“We want insight into reasons for inflow and outflow; our competitive position is an important motivation: an inclusive culture contributes to retaining diverse talent.”

To what extent do team members and leaders experience inclusive (leadership) behavior at the workplace?

How often do you experience inclusive behavior?

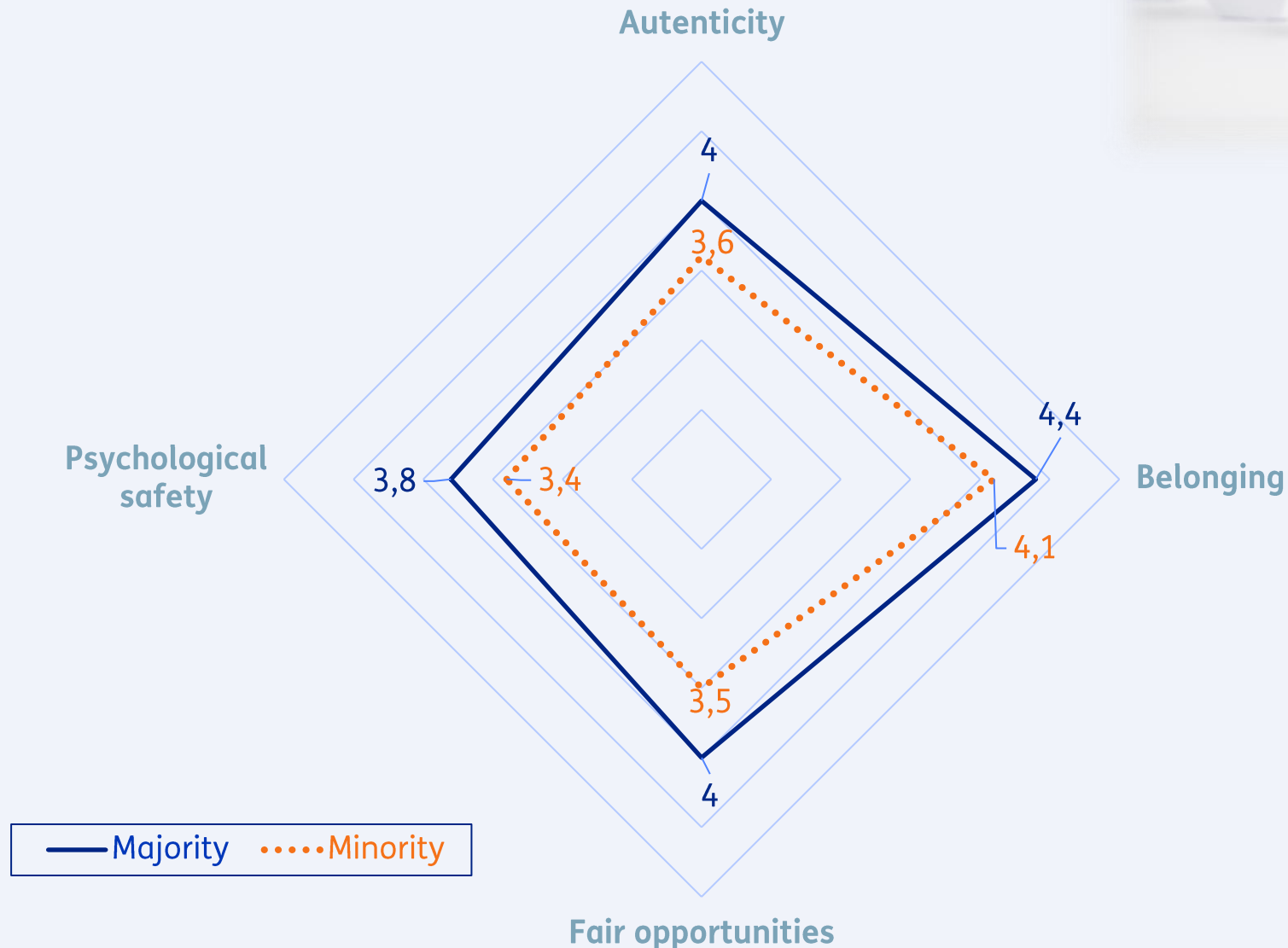
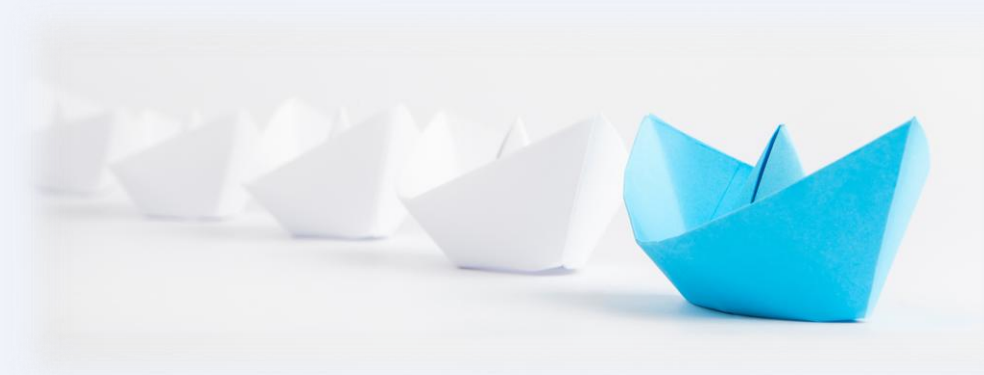


1 = never; 2 = rarely; 3 = sometimes; 4 = regularly; 5 = very often

Key take-aways

- Employees and leaders experience inclusive behavior in a **similar way**.
- Inclusive behavior is reportedly happening **regularly**, which is positive.
- High belonging scores, suggest a sense of cohesion in the workplace.
- **Leader-employee gap:** leaders experience higher psych safety and fairness compared to employees;

Inclusive for whom?



Key take-away

- Minority groups* experience significantly less inclusive behavior at work on all 4 aspects of inclusion compared to majority members
- 31% of employees are part of at least 1 minority identity;

**minority group members hold at least one minority identity in the following categories: non-binary gender identity, non-heterosexual orientation, one or multiple work disabilities, non-Dutch background; non-Dutch first language*

1 = never; 2 = rarely; 3 = sometimes; 4 = regularly; 5 = very often

Zooming in - equal opportunity

Recruitment & selection

- Standard procedures, but diversity hiring not on top of mind
- Selection largely based on 'a click'
- No objective recruitment & selection criteria
- HR: transparant proces vs. employees: lack of clarity / nepotism

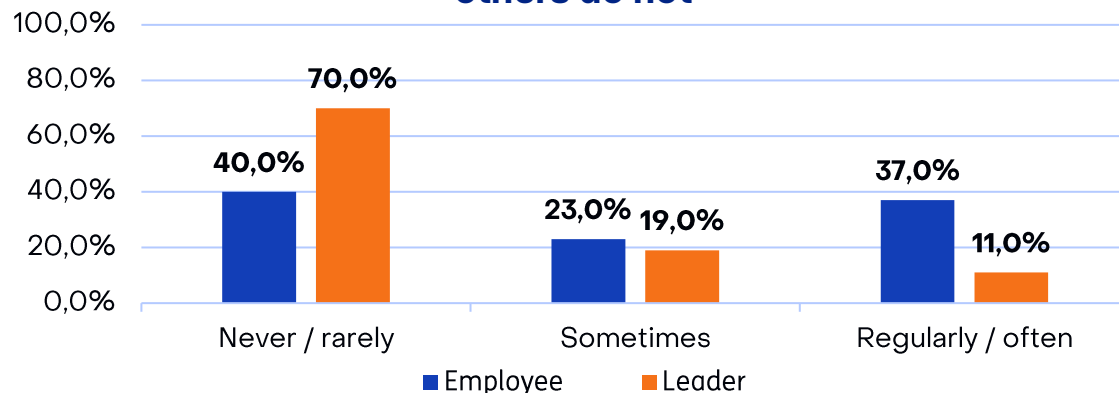
Career growth opportunities

- Promotions depend on connection/visibility with team lead
- Leaders say promotion procedures are fair; employees do not

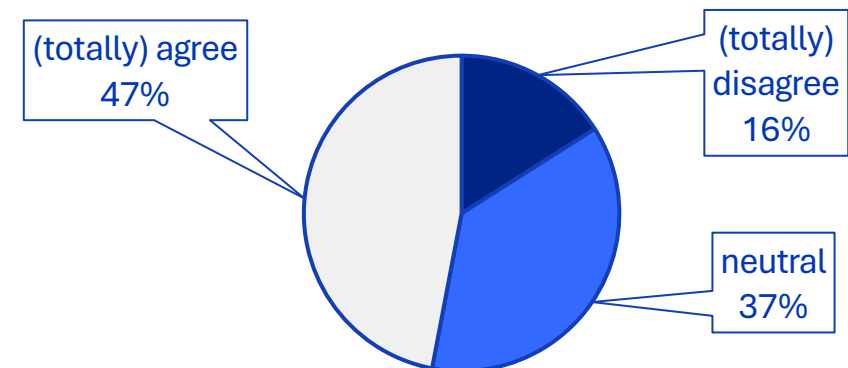
37% report that it has happened that colleagues from **minority groups** were given **unequal opportunities** or were treated unfairly

This mostly concerns employees with a non-Dutch background and women

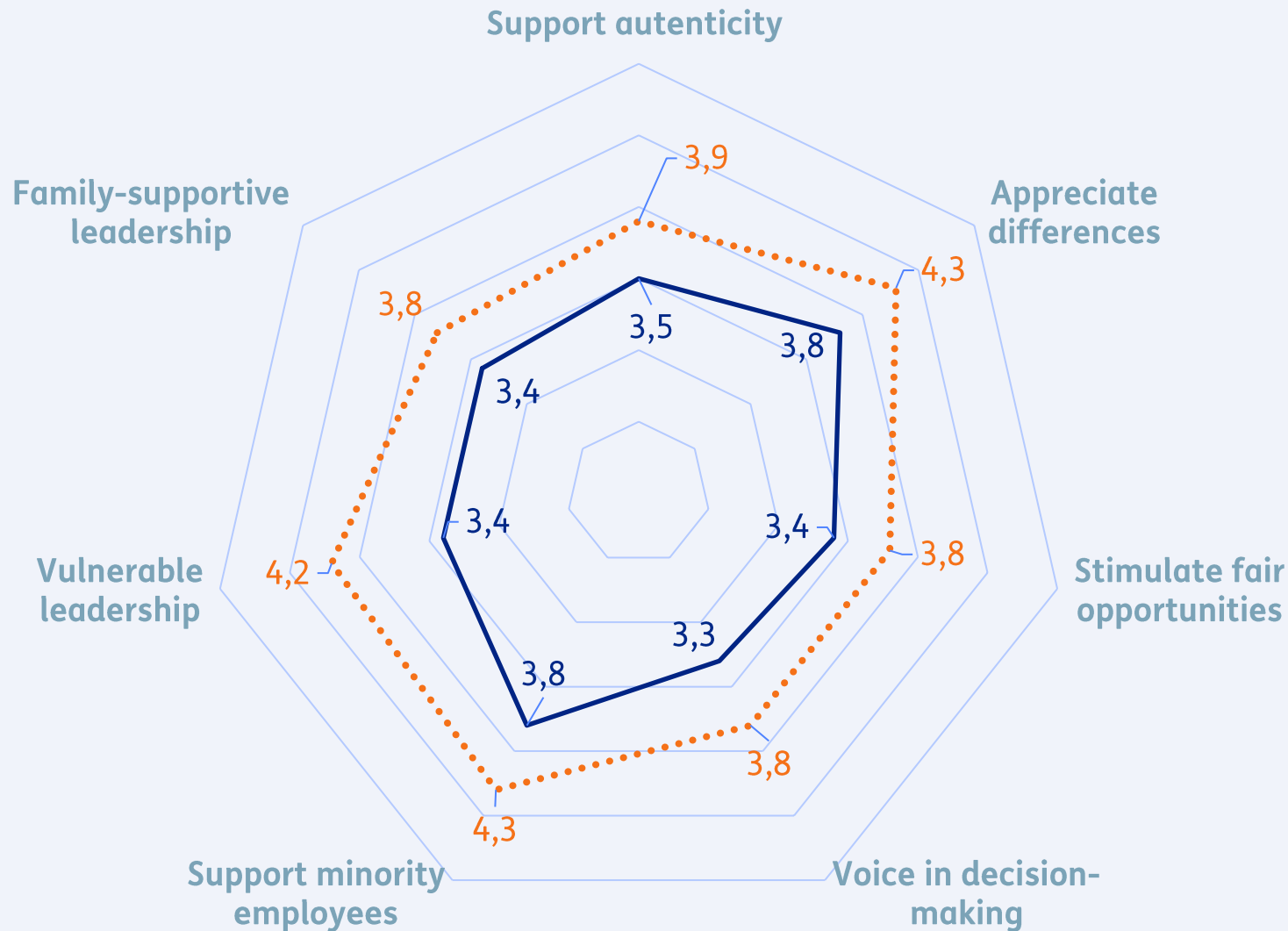
“In my team / department it is unclear why some people get promotions or a salary raise, while others do not”



“I think more should be done to improve equal opportunities for everyone”



How often do you see/practice inclusive leadership behaviour?



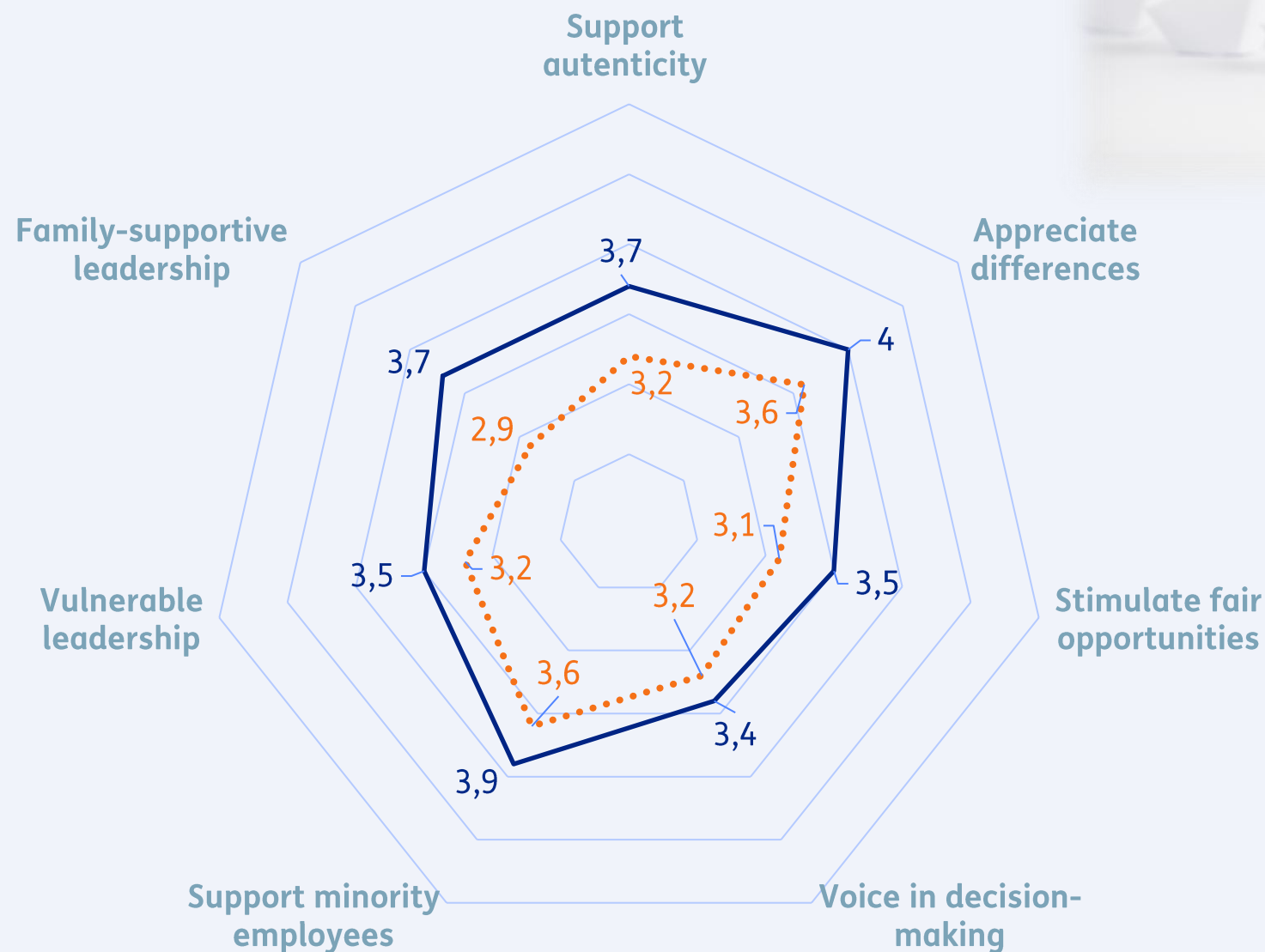
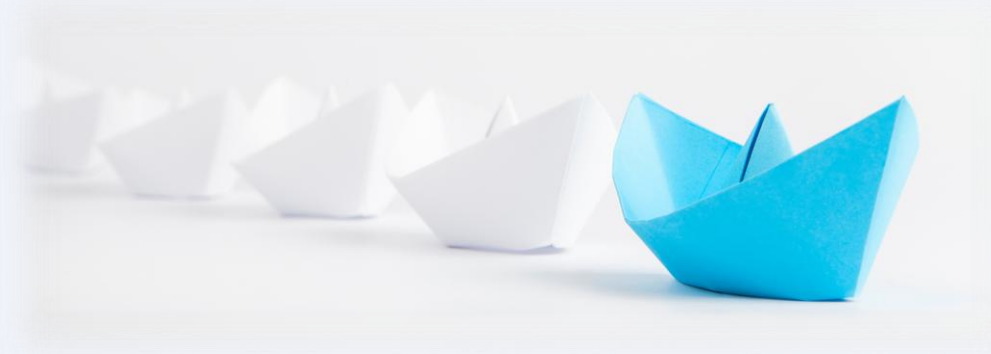
Key take-aways

- Leaders overestimate their inclusive leadership behavior
- Leader-member gap large for vulnerable leadership and stimulating fair opportunities.
- Being vulnerable is seen as 'weak' and not part of how ideal leaders should look like (masculinity as the norm)
- Leaders need more support in navigating conversations around these themes.

— Employee Leader

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Inclusive leadership for whom?

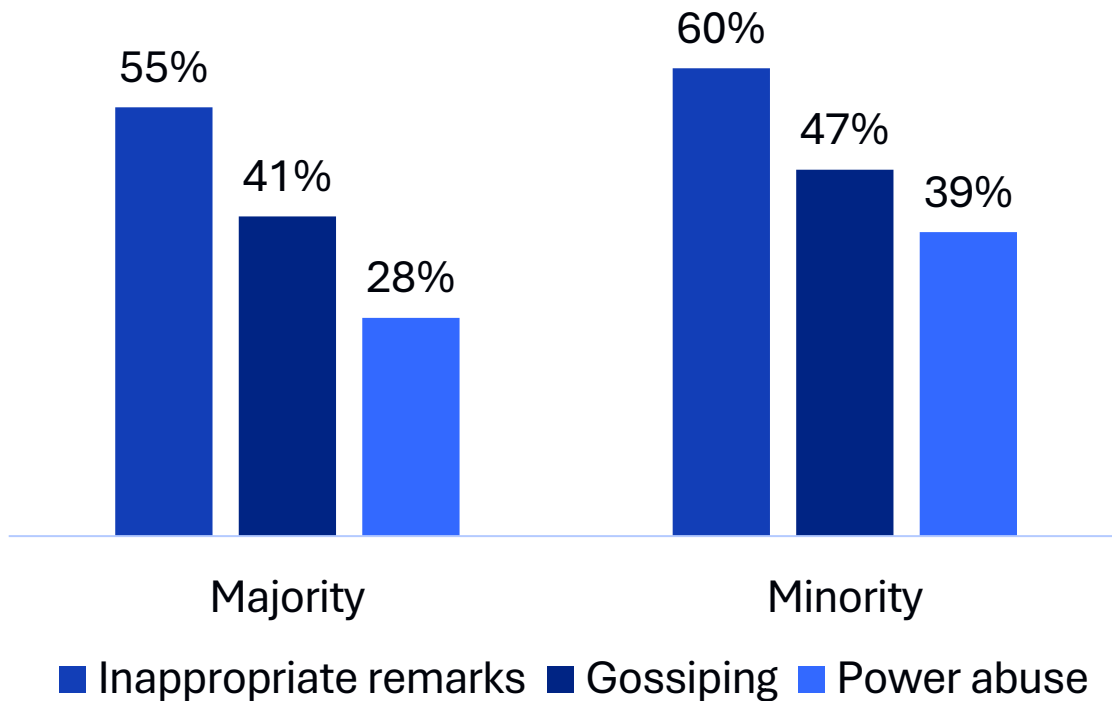


— Majority Minority

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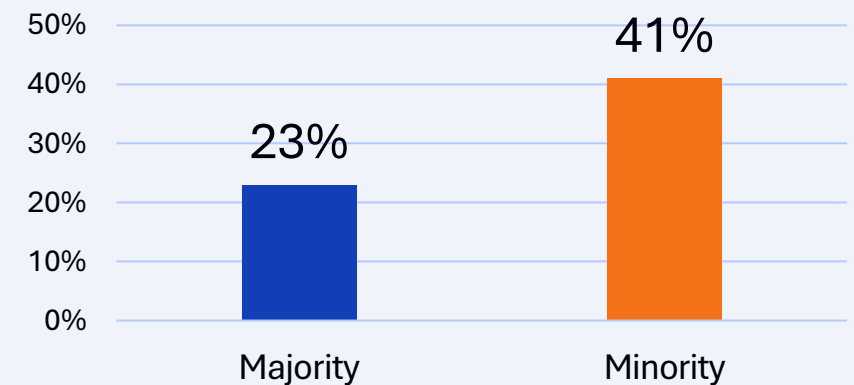
Micro exclusions

Top 3 types of undesirable behaviors



28% of respondents indicate that they themselves have experienced undesirable behavior and 38% have seen or heard this happening to colleagues.

I have experienced undesirable behavior myself at work



*Is there alignment in attitudes & behaviors towards
Diversity, Equity and Inclusion in the company?*

Shades of support for DEI actions in the Port of Rotterdam

Journal of Applied Social Psychology

ORIGINAL ARTICLE | Open Access |

Shades of support: An empirical assessment of D&I policy support in organizations

Wiebren S. Jansen , Jojanneke van der Toorn, Yonn N. A. Bokern, Naomi Ellemers

First published: 15 February 2024 |



Van weerstand naar winst

Handreiking voor draagvlak en betrokkenheid bij diversiteits- en inclusiebeleid onder leidinggevend en medewerkers

Waarom deze handreiking?

Draagvlak is essentieel voor succesvol diversiteits- en inclusiebeleid (D&I-beleid). Het bestuur bepaalt de visie en stelt middelen beschikbaar, maar vooral het draagvlak onder leidinggevend en medewerkers bepaalt hoe beleid op de werkvloer wordt uitgevoerd en ervaren. Tegelijkertijd vormt het draagvlak onder medewerkers de basis voor een inclusieve cultuur waarin beleid echt gaat leven.

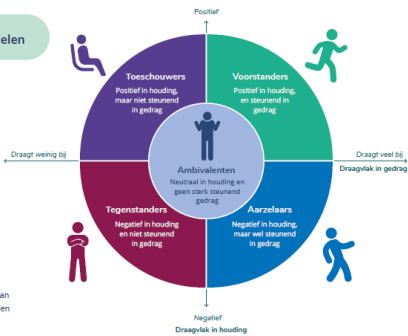
Deze handreiking laat zien hoe draagvlak voor D&I-beleid verdeeld is onder leidinggevend en medewerkers, en waarom juist hun steun cruciaal is. Steun en weerstand nemen verschillende vormen aan. Naast uitgesproken voor- en tegenstanders zijn er ook ambivalenten, toeschouwers en aarzelaars. Inzicht in deze profielen is essentieel, want elk profiel vraagt om een andere benadering. Zo kun je niet alleen weerstand verkleinen, maar ook omzetten in kansen voor groei en effectiever beleid.

Draagvlakprofielen

Draagvlak bestaat uit twee onderdelen: houding en gedrag. De combinatie van beide bepaalt het draagvlakprofiel.

Houding
Hoe goed, nuttig en betrouwbare je het D&I-beleid vindt.

Gedrag
Hoe actief je bijdraagt aan het D&I-beleid en laat zien dat je het waardeert.



1. Ambivalents	Moderately positive	Average	Passive (-/+)
2. Reluctants	Negative	High	Moderately active (+)
3 Champions	Positive	High	Pro-active (++)
4. Bystanders	Positive	Low	Inactive (-)
5. Opponents	Negative	Low	Inactive (- -)

Size of support and resistance?

Champions:

Minority (22%) > Majority (10%)
Women (17%) > Men (12%)

Bystanders:

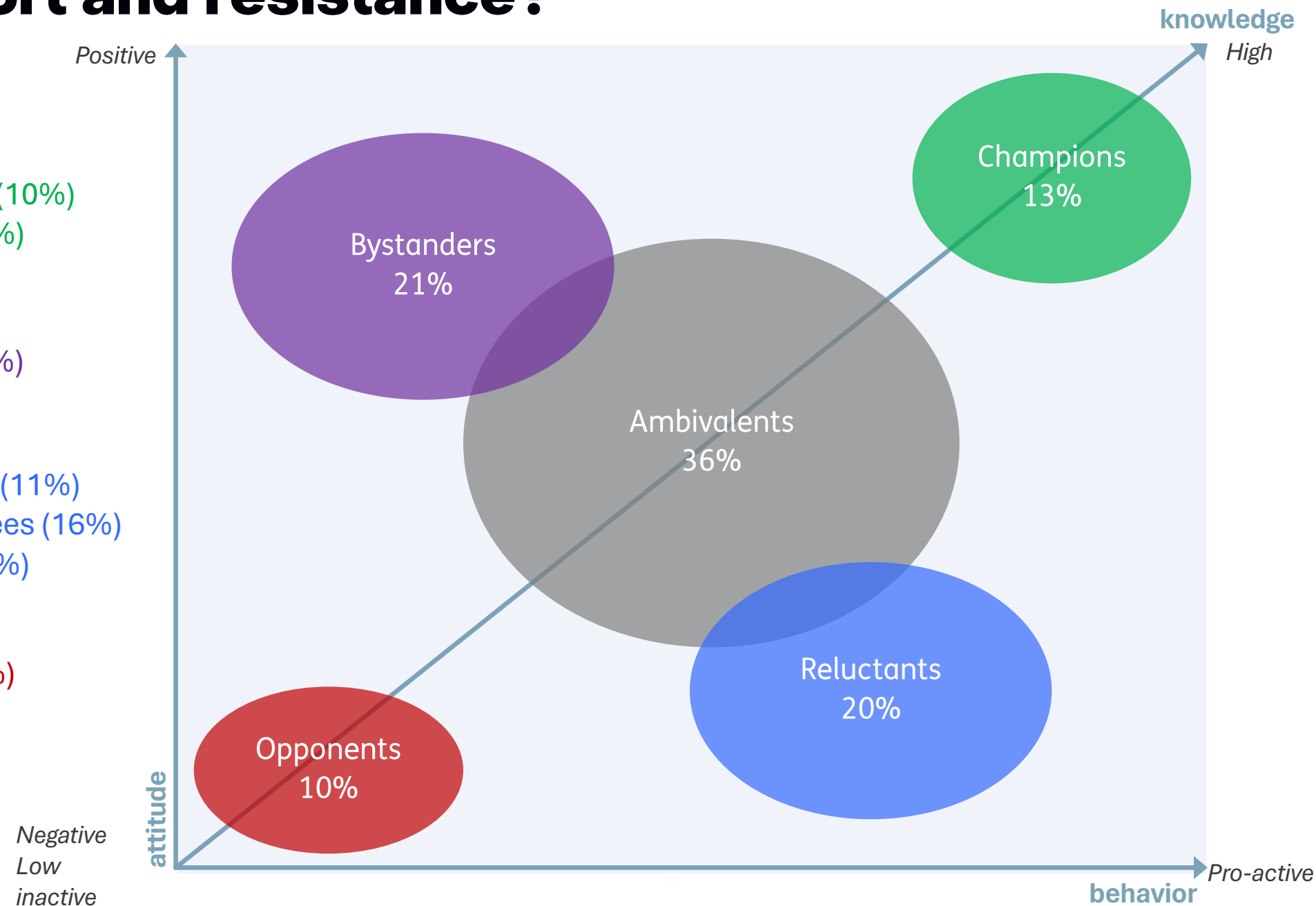
Women (25%) > Men (18%)

Reluctants:

Majority (23%) > Minority (11%)
Leaders (27%) > Employees (16%)
Men (24%) > Women (12%)

Opponents :

Men (11%) > Women (5%)



Summary

#Q1: Current State & Motivation

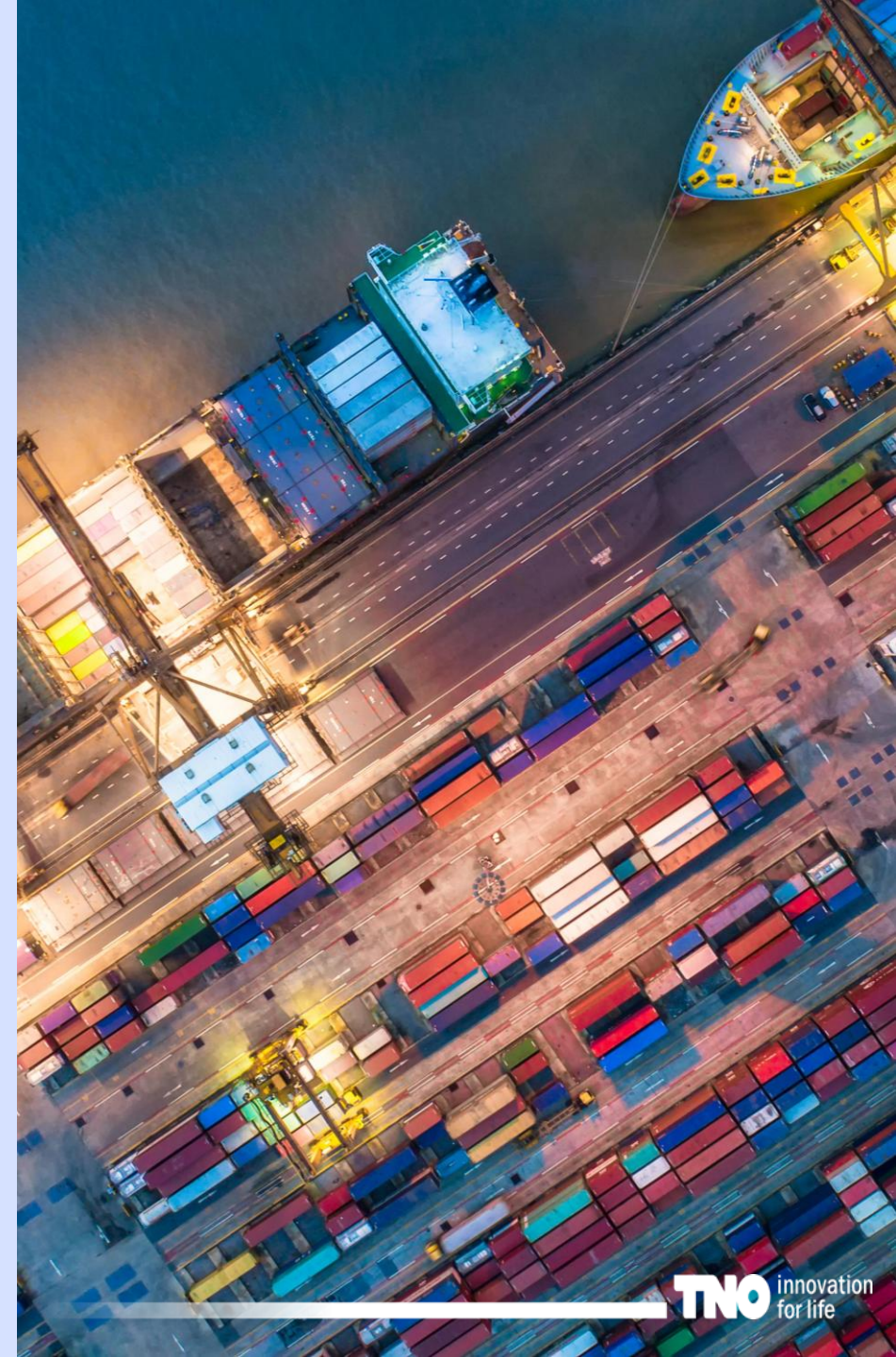
- Low-diversity companies (white, male middle-aged majority);
- Diversity recognized through visible characteristics; invisible diversity remains underacknowledged.
- DEI is seen as important for business: Key drivers include personnel shortages, and staying afloat on competitive markets

#Q2: Inclusive co-worker & leadership behaviors

- Inclusive behaviors happen regularly, particularly belongingness cues
- **Leader-employee gap:** leaders overestimate their own inclusive leadership on all accounts relative to how employees see it
- **Majority-minority gap:** minority members see less inclusive co-worker and leadership behavior than majority members on all accounts

#Q3: Attitudes & behaviors towards DEI actions in the company

- Positive but passive; large group of 'ambivalents' who are moderately positive but don't really know how...
- High-status group members (leaders, men) more often 'reductants'
- Group of 'opponents' is small but vocal (interview data)



Next steps..

- **Iteration 2**
 - Recruitment for iteration 2 currently in start up
 - Lessons learned method, validation & implementation Culture Scan Inclusion TNO

**Additional idea's for RQ's and analyses to do?
Collaborate with us!**



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Snapshot factsheet for companies

