



KliQ Works Inclusion Scan

Thank you for taking part in this scan designed to assess the inclusiveness of your company/organisation.

What is the inclusion scan?

- The scan consists of seven parts. These assess the organisation's general policy but also go deeper into specific HR practices, communication and visibility, leadership and external relations.
- The scan is essentially a self-assessment that provides your organisation with insight into its inclusiveness but also highlights the steps you can take to be more inclusive.
- After completing the scan, an analysis is carried out by KliQ Works and you will receive a short quantitative analysis from us with your results for the different parts.

The scan was developed by Vlerick Business School, KliQ vzw and Voka, in a project supported by the European Union and ESF-Vlaanderen.

How to fill in the scan form

- You can fill in the scan form free of charge from June to August 2018 (exceptions are possible in the case of individual partnerships with KliQ). Completing the form also makes you eligible to be listed in the index of Belgium's most inclusive companies and organisations, which we will present on 24 October 2018 during the KliQ Works Conference 2018.
- One person per organisation or company is to be made responsible for filling in the scan form.
- The information submitted should relate to the situation in Belgium. If you mention global initiatives, please state how these are implemented in Belgium. Unless otherwise specified, this scan assesses the situation over the past 12 months.

How your score is determined

- Your organisation receives a score for each part of the scan. We assign points to the answers of each question and each part is weighted differently.
- Some questions require you to upload some form of proof (e.g. a code of conduct, a brochure, information about an event). We recommend you do this so that we can confirm your answers. If no documents are uploaded, they may be requested by us at a later date.
- You can mention your own (innovative) initiatives in the blank fields in each part. An internal jury will decide how many points are assigned to these initiatives. The most interesting initiatives are also eligible for an award.



- We will provide the participating company or organisation with a scaled score for each part of the scan.

After the scan

- Benchmarking
 - After completing the scan, an analysis is made by KliQ Works and you will receive a short quantitative analysis from us in September/October 2018 with your score for the different parts. We will also provide a general analysis regarding the participating companies/organisations and reveal the average score for all participants. In addition to this you will receive a number of general tips.
- Individual analysis
 - If you would like to discuss your results at an earlier date and receive a more in-depth analysis, we invite you to become a KliQ Works member. The questions give us the opportunity to assess your organisation's current situation and the possible steps that can be undertaken towards improvement. Based on the results of the scan, we will establish a **customized inclusion program** defining steps to further increase the inclusiveness of your company or organisation. We will list your strong points and any points in need of attention, and we will look at what needs to be done to either achieve the foundation level or move up to the next level, depending on the outcome. There are three possible levels to be achieved:
 - Foundation: the company/organisation meets the minimum standards with regard to the present topic. The basic elements are in place to further expand on an inclusive organisational culture.
 - Next steps: the company/organisation goes a step further and invests a lot of effort in various areas in order to establish a more inclusive organisational culture.
 - Good example: the company/organisation can be hailed as an example to others due to its inclusive organisational culture and exceptional initiatives.

Our specific approach

In a diverse society it is important to strive for diversity and an inclusive approach to diversity in the workplace. This scan surveys diversity initiatives in general but focuses above all on policy on gender diversity and sexual diversity. This is because the existing gender mechanisms lead to LGBT+ (lesbian, gay, bisexual, transgender +) people not always receiving the same opportunities as others in the workplace.

By 'inclusive organisational culture' we mean an organisational culture that recognises and values the differences between (potential) employees and reflects these in the structure of the



organisation through the removal or diminishing of obstacles hindering people of diverse backgrounds, in order to establish an organisational culture that offers everyone the same opportunities, regardless of these differences.

Disclaimer

The responsibility for the completeness and correctness of the information that determines the result of this scan rests with the participating organisation or company. We ask that you provide as many examples as possible to support your answers. KliQ is not responsible for the correctness of the information submitted and applies the principle of good faith when determining the index based on this information. KliQ may request that certain answers be supported with evidence. If it is clearly demonstrable that false information has been supplied, the participating company/organisation may be excluded from participation.

The submitted information and the scores will only be used in the communication between the organisation and KliQ and will not be redistributed without the permission of the submitter. Please direct any questions or remarks you may have for KliQ to info@kliqvzw.be.

I understand and agree with the above information (check this box to proceed to the scan)

- Name of your organisation/company

- Number of employees in Belgium

Fewer than 250 employees

More than 250 employees

- Sector to which your organisation/company belongs



- Your organisation/company is active outside of Belgium

Yes

No

- The headquarters of your organisation/company are located in

- Please state the name, function, phone number and email address of the contact person, for use in the event that additional information is required

- I hereby declare that I am authorised by my organisation/company to complete this scan form. I confirm that the information submitted is accurate and complete.

Yes

No

- Our company/organisation wishes to be included in the index of the most inclusive companies and organisations (in Belgium), to be presented on 24 October 2018, thus making our company/organisation eligible for an award (provided that a proposal is submitted).

Yes

No, we do not wish to be identified in the index, but the collected data may be used for the calculation of benchmarks and averages.

No

(Note: only the highest-scoring participants will be revealed in the index. These will also be screened based on the criteria of KliQ and çavaria's CSR policy prior to being included in the index. This policy may be viewed on request.)



- Our organisation's contact details may be stored by KliQ. (Note: this allows us to monitor long-term progress.)

Yes

No

Terminology: LGBT+ refers to the target group Lesbian, Gay, Bisexual, Transgender, with the '+' representing an openness to everyone who identifies as a minority with regard to sexual and gender diversity.

The scan also surveys policies and refers to:

- **gender diversity:** when we refer to gender diversity in this scan, we mean taking into account gender identity (the inner feeling of being a man, woman, both or neither) and gender expression (the extent to which gender identity is expressed). We are therefore not referring only to binary man-woman gender identities;

- **sexual diversity:** by this we mean the various different sexual orientations (homosexual, bisexual, and so on).

Page Break



PART 1: Vision, strategy and policies

In this part, we investigate to what extent the company/organisation has an explicit policy on diversity and inclusion (in the past 3 years).

- The following elements are present in the organisation, ensuring a strategical approach to diversity and inclusion (multiple answers possible)

- Diversity and inclusion are explicitly included in our mission/vision
 - (1) Including gender identity and gender expression
 - (2) Including sexual diversity
- Diversity and inclusion are related to the broad objectives of the organisation
- We have a code of conduct concerning non-discrimination and equal opportunities
 - (1) Including sexual orientation
 - (2) Including gender identity and gender expression
- We have established a policy on diversity
 - (1) Including a policy on sexual diversity
 - (2) Including a policy on gender identity and gender expression
- We set annual concrete objectives as part of our diversity and inclusion policy / We have an annual action plan

Upload your examples on the code of conduct, mission/vision and objectives here (recommended).



- Our vision and policies on diversity and inclusion were developed
(multiple answers possible)

- In consultation with the staff members
- In consultation with top management
- Is known and supported within the organisation
- Is in line with social and legal regulations

- We have gone through a diversity and inclusion audit to ensure that our policies are inclusive
(multiple answers possible)

- No
- Yes, internally
- Yes, externally
- Yes, including on sexual diversity
- Yes, including on gender identity and gender expression
- All of our policies have been screened to ensure that our organisation is inclusive on all levels, and that it complies with relevant regulations
- We plan this audit at regular intervals
- Our staff members are involved in this audit

- We organise trainings / information sessions on diversity and inclusion internally or externally
(Indicate in the matrix which topics are addressed for each job role - multiple answers possible)

	Top management	Team leaders	Staff members	New staff members	HR	External partners	confidential counsellor
Diversity and inclusion in general							
The business case for inclusion (for individual workers and the company)							
Unconscious bias							
Gender (in general)							
Seksuele oriëntatie (in general)							
Lesbian themes							
Bisexual themes							
Gay themes							
Trans themes							
Non-binary							
Intersectionality							
Coming-out and integration in the workplace (LGBT+)							
Dealing with discrimination and bullying by clients and staff							



- Describe if and for whom these trainings are compulsory or if they are received on request. You can add here any additional trainings that have not been mentioned.

- If you have any general remarks with respect to Part 1: Vision, strategy and policies, or if you have additional relevant remarks or good examples, please note them down here.

Page Break



PART 2: Leadership

In this part, we examine whether the company's/organization's top management supports diversity and inclusion and whether someone is responsible for its implementation and follow-up.

- Top management clearly propagates a vision on diversity and inclusion (multiple answers possible)

- No
 - Yes, on diversity in general
 - Yes, on gender diversity and sexual diversity
 - Diversity and inclusion are discussed in the board
 - (1) Including gender diversity
 - (2) Including sexual diversity
 - Top managers communicate a clear message on diversity and inclusion to all staff members
 - (1) Including gender diversity
 - (2) Including sexual diversity
 - Top managers participate in specific activities regarding diversity
 - (1) Including gender diversity
 - (2) Including sexual diversity
 - Top managers communicate externally about diversity and inclusion
 - (1) Including gender diversity
 - (2) Including sexual diversity
-

Upload your examples of top management's initiatives (recommended).

- The following initiatives are taken in order for team managers to have the competences to lead a diverse team (multiple answers possible)

- Team managers are assisted in dealing with diversity in their team in an inclusive way
- Team managers have access to information on diversity and inclusion (e.g. transition of transgender staff in the workplace)
- Team managers are (regularly) given diversity training on diversity in general
- Team managers are (regularly) given diversity training on gender diversity
- Team managers are (regularly) given diversity training on sexual diversity
- Team managers are evaluated on the implementation of the diversity and inclusion policy and are given specific objectives regarding diversity and inclusion
- When appointing team managers, knowledge of / experience with diversity and inclusion is taken into account
- When promoting team managers, knowledge of / experience with diversity and inclusion is taken into account

Upload here your examples on team managers' initiatives (recommended).

Team managers are involved in diversity initiatives (multiple answers possible)

- They encourage their team members to participate in the diversity networks
- They participate in activities or take on a role as an ally
- They are responsible for stimulating their team members to participate in the staff surveys

A specific staff member or team is responsible for monitoring the implementation of the diversity and inclusion policy (multiple answers possible)



- No
- Yes, for diversity
- Yes, for sexual diversity
- Yes, for gender diversity
- Yes, and this formally constitutes a part of their work duties
- Yes, and they report to top management
- Yes, and they receive (financial) resources for this
- Yes, and they are in contact about this with other companies/organizations
- We call in external expertise for this

- If you have any general remarks with respect to Part 2: Leadership, or if you have additional relevant remarks or good examples, please note them down here.

Page Break



PART 3: HR policy

In this part, we focus on how human resources policy takes diversity and inclusion into account.

- In our recruitment and selection procedures we take concrete measures to ensure a diverse pool of candidates

- No
- Yes, we use specific channels to attract LGBT+ candidates
- Yes, we mention our non-discrimination policy in job advertisements
- Other

Upload here your examples of these initiatives (recommended).

- We are aware of the effect of unconscious bias in our assessments and we take measures to avoid this (multiple answers possible)

- No
- Yes, when hiring staff
- Yes, when promoting staff
- Yes, by using diverse selection instruments
- Yes, by ensuring diversity and multiple people in selection committees

- Describe how you make sure unconscious bias on sexual and gender diversity is avoided.

- The company offers the following opportunities for personal and professional/talent development to staff (multiple answers possible)



- Internal trainings
- External trainings
- Specifically aimed at LGBT+ staff members (e.g. resilience, role model, leadership)
- Mentoring for LGBT+ persons
- Reverse mentoring by LGBT+ persons
- Participation in external events and conferences on LGBT+ in the workplace
- Other:

- We have a policy on complaints regarding bullying, discrimination and intimidation in the workplace (multiple answers possible)

- No
- Yes, the information on this is available for staff members
- Yes, the information on this is actively communicated to staff members
- We examine barriers and facilitate the filing of complaints
- The complaints are systematically monitored and evaluated
- Our policy specifically mentions gender identity and gender expression
- Our policy specifically mentions sexual diversity

Upload your examples on the policy on complaints (recommended).



- We have a confidential counsellor

- No
- Yes, a general confidential counsellor for all staff members
- Yes, a general confidential counsellor who is acquainted with the specific situation of LGBT+
- Yes, specifically for LGBT+ staff

- We offer individual support during a coming-out/transition (before, during and after) and follow-up the process in the workplace (multiple answers possible)

- No
- Yes, for lesbian, gay and bisexual people
- Yes, for transgender people
- We have guidelines for a transition in the workplace
- We offer care leave for medical or psychological counseling
- Other

Upload your examples on this support (recommended).



We take into account / adapt our procedures to the specific needs of LGBT+ staff

- We have gender inclusive restrooms
- Our dressing rooms / showers can be used according to gender identity
- We facilitate the use of separate dressing rooms / showers if a staff member needs them
- We have a procedure to implement a name change across the organization (personnel file, locker, website ...)
- Our insurances are adapted to the needs of transgender people
- Our hospitalization insurance is inclusive for transgender-related medical care
- Other

Upload your examples on these procedures (recommended).

- If you have any general remarks with respect to Part 3: HR policy, or if you have additional relevant remarks or good examples, please note them down here.

Page Break



PART 4: Internal communication and visibility

In this part we look at how aware employees of the organisation are of its initiatives on diversity and inclusion and how inclusive the internal communication is.

- When welcoming new staff members we communicate with them regarding our policy on diversity and inclusion (multiple choices may be indicated)

No

Yes, with information in an information pack

(1) Including information on sexual diversity and gender diversity.

Yes, during a training course or introduction/orientation days.

(1) Including information on sexual diversity and gender diversity.

We mention the diversity network(s)

We communicate about our anti-discrimination provisions, confidential counsellor, and complaints procedure

We invite our role models and/or sponsors/ambassadors to speak about diversity at our organisation

(1) Including about sexual diversity and gender diversity.

Other:

Here you can upload examples of how new staff members are received (recommended)



- Our internal communication takes into account the gender-neutral addressing of partners and the self-identification/gender identity of staff members (multiple answers possible)

- No
- Yes, in HR documents
- Yes, in invitations
- Yes, in other formal documents
- We avoid gendered language when this is not relevant

Here you can upload your examples (recommended).

- We communicate regularly and in a structured manner across the whole organisation about diversity and inclusion (multiple answers possible)

- No
- Yes, about (the activities) of the diversity networks
- Yes, about the organisation's diversity activities
- Yes, news of specific diversity topics, including gender diversity
- Yes, news of specific diversity topics, including sexual diversity
- Yes, on specific days (International Women's Day, IDAHOT, etc.)
- Other:

Here you can upload examples of communication regarding D&I (recommended).



- Information regarding diversity and inclusion is accessible to our employees:

- No
- Yes, all information regarding our initiatives, including activities, is easy to find on our website/intranet
- Yes, we communicate this information actively to all staff members
- We actively ensure that such information remains accessible and is not inaccessible due to strict website filtering
- Other

- We have role models who are LGBT+ and who have consciously chosen to serve as examples within the company (multiple answers possible)

- No
- Yes
- We offer (external) training/support for role models
- Our role models also represent intersections with other aspects of diversity
 - (1) Ethnic diversity
 - (2) Disability
 - (3) Religion
 - (4) Other:
- We invite our role models and/or sponsors/ambassadors to speak about diversity at our organisation
 - (1) Specifically about gender identity and gender expression
 - (2) Specifically about sexual diversity



- Indicate which groups and functions serve as role models (multiple answers possible)

	Staff members	Management/board
Lesbian		
Bi		
Gay		
Trans		

- Describe here the initiatives with role models or supplement with additional information.

- We have a policy regarding allies (i.e. someone from the organisation who may or may not belong to the target group, who actively works to highlight the importance of diversity and to create equal opportunities)

No

Yes

(1) Specifically for gender identity and gender expression

(2) Specifically for sexual diversity

Yes, we offer (external) training/support for allies

Yes, allies are visible and communicate about diversity

(1) Specifically about gender identity and gender expression

(2) Specifically about sexual diversity

Yes, allies participate in activities and initiatives about diversity and inclusion

Yes, allies help to organise events for all employees about diversity and inclusion

- Describe here the initiatives with allies or supplement with additional information.



- If you have any general remarks with respect to Part 4: Internal Communication and Visibility, or if you have additional relevant remarks or good examples, please note them down here.

Page Break

PART 5: Diversity networks

In this part we enquire about the existence of networks of employees who organise themselves around specific target groups (in the past 3 years).

- We have employee networks for specific target groups (multiple answers possible)

- No (proceed to Part 6)
- No, but our organisation does set up activities for specific target groups
- No, but we are in the process of setting one up
- Yes, we have an LGBT+ network
- Other: _____

- We support our diversity networks (multiple answers possible)

- No
- Yes, financially (allocated budget)
- Yes, logistically
- Yes, the network has an executive sponsor
- Yes, we ensure that the network can function independently
- Yes, the organisers of the network have time included in their working hours for heading up the network
- Yes, we offer assistance from the organisation (HR, ...) in the setting up of a network or facilitate this with external input (e.g. KliQ vzw)
- Other:



- Which role do the networks play in the organisation (multiple answers possible)?

- Organising/facilitating social gatherings
- (Individual) support group (closed door)
- Mentoring of employees from the target group
- Organising activities at the company/organisation (open door)
- Business networking
- Advising role for the diversity and inclusion policy
- Advising role for business development and services aimed at the specific target group as customers
- Raising awareness among employees
- Part of the external communication regarding social responsibility
- Other

Here you can upload examples regarding the activities of the networks and how they are run (recommended).



In order to increase inclusion within the networks themselves, the network has held initiatives, events, or seminars on specific topics and on the intersectionality with different aspects of diversity (multiple responses possible).

- Gay, lesbian and bi people
- Bisexuality
- Gender and feminism
- Gender diversity and transgender
- Intersex
- Ethnic diversity
- Age
- Disabilities
- Faith
- Social background
- Other:

- The diversity networks are encouraged to work together internally.

- No
- No, we have just one diversity network
- Yes, to support one another
- Yes, because they are mindful of multiple layers of identity within their own network
- Yes, they organise activities together



- Our diversity networks maintain external contacts (multiple answers possible)

- No
- Yes, with LGBT+ networks of companies
- Yes, they take part in the Open@Work activities.
- Yes, with the LGBT+ movement
- Other

- If you have any general remarks with respect to Part 5: Diversity Networks, or if you have additional relevant remarks or good examples, please note them down here.



PART 6: Quality assurance and monitoring

In this section, we check if the company/organisation has a quality assurance policy in place which it uses to evaluate and adjust the diversity and inclusion policy and to monitor diversity within the organisation.

- The organisation's diversity and inclusion policy is evaluated and developed on a regular, structured basis through a quality assurance process (multiple answers possible)

- No
- Not regularly and structurally but our organisation does carry out ad hoc evaluations
- Yes, by means of an internal procedure
- Yes, by means of external audits
- Yes, with input from the staff
- Yes, with input from the diversity networks
- Other:



- We periodically carry out an anonymous staff survey (qualitative), covering topics including diversity and inclusion (multiple answers possible)

- No
- No, we collect qualitative data by other means
- No, only a general staff survey
- Yes, by means of an internal survey
- Yes, by means of an external survey
- We also survey the well-being of our employees
- We survey gender identity and sexual orientation (not obligatory) in order to be able to draw links between certain results
- We also survey other aspects of identity (not obligatory) in order to be able to draw links between multiple aspects and certain results
- We undertake specific measures to ensure as large and diverse a response as possible
- Other

Here you can upload examples of surveys and/or their results (recommended).



- We monitor figures relating to diversity in order to get an overview of the composition of our staff (quantity) (multiple answers possible)

- No
- Yes, at their intake, new staff members can voluntarily and confidently register their gender identity and other characteristics through self-identification
- Yes, we offer the possibility to update this information at any time
- Yes, staff members can indicate various characteristics by means of an anonymous staff survey
- Yes, we monitor these figures in the case of job applicants
- Yes, we monitor these figures in the case of selected applicants
- Yes, we monitor these figures in the case of promotions and function levels
- Yes, we monitor these figures in the case of employees leaving the organisation

Here you may upload any figures regarding the staff population.

- The results of the staff survey (multiple answers possible)

- Lead to an improvement process
- Are shared with and used by the senior management
- Are shared with and used by team managers
- Are communicated to all staff members

- If you have any further general remarks regarding Part 6: Quality Assurance and Monitoring, or if you have additional relevant remarks or good examples, please note them down here.

Page Break



PART 7: External involvement and society

In this part we assess the role assumed by the organisation with respect to greater society.

- We promote our inclusive organisational culture in our external communication (multiple answers possible).

No

Yes, diversity and inclusion comprise an integral part of our communication and external image (on the website, social media, etc.).

(1) Including sexual diversity and gender diversity

Yes, we are a member of an external diversity initiative

Yes, we have signed a diversity charter

(1) Including sexual diversity and gender diversity

Yes, we promote our initiatives via mainstream media

(1) Including sexual diversity and gender diversity

Yes, we promote our initiatives via LGBT+ media

Yes, we organise an event focusing on diversity and inclusion for external parties

(1) Including sexual diversity and gender diversity

Other:

[Here you can upload examples of external communication \(recommended\).](#)



- We are involved with external target-group-focused initiatives (multiple answers possible)

No

Yes, we take part in events, conferences, seminars or other activities

(1) As a participant

(2) As a speaker

(3) Involving employees

(4) Involving top management

(5) Specifically focusing on sexual diversity and gender diversity

Yes, we advertise in target-group-oriented media for LGBT+

Yes, we sponsor events for LGBT+ events

Yes, we offer other forms of support: logistic, financial, pro bono, etc. to LGBT+ associations.

Other

Here you can upload your examples (recommended).



- We are mindful of the diversity of our customers/clients (multiple answers possible)

No

Yes, we assess whether our products/services take into account gender diversity/gender identity and gender expression

Yes, we assess whether our products/services take into account sexual diversity

Yes, we train our staff in how to approach diversity in general with respect to our customers/clients

Yes, we train our staff in how to approach gender diversity with respect to our customers/clients

Yes, we train our staff in how to approach sexual diversity with respect to our customers/clients

Yes, our marketing is inclusive with regard to specific target groups

Yes, our marketing is inclusive with regard to the general public, including gender diversity

Yes, our marketing is inclusive with regard to the general public, including sexual diversity

Here you can upload your examples (recommended).



- We have a policy for working with partners and suppliers of goods and services that takes diversity and inclusion into account (multiple answers possible)

- No
- Yes, we share our policy and code of conduct with them
- Yes, we ask them to at least adhere to our code of conduct
- Yes, we support them in the implementation of diversity and inclusion policies (they can, for example, take part in training courses)
- Yes, we develop initiatives together
- Yes, the diversity and inclusion policy is a factor in the awarding of a contract
- When contracting external services (e.g. consultants), we take into account equal treatment and non-discrimination (e.g. equal pay regardless of gender identity).
- Other



- We are an international company/organisation and are also mindful of diversity and inclusion in our international operations (multiple answers possible)

- No, we are not an international company/organisation
- No, we are an international company/organisation but are not mindful of this
- Yes, we do a risk analysis for employees who are transferred to a country where the target group to which the employee belongs might possibly encounter problems and we follow up on this
- Yes, we ensure partner benefits remain valid everywhere, regardless of the local legislation
- Yes, we involve our diversity networks in the policy in other countries
- Other

- If you have any general remarks with respect to Part 7: External Communication and Society, or if you have additional relevant remarks or good examples, please note them down here.

Page Break



Open question Do you have any further remarks to add, e.g. regarding specific challenges?

Open question Do you wish to upload a document providing additional info?

Award: If you have indicated that you wish to participate in the index, you will also be eligible to receive an award.

Diversity Initiative of the Year: you can nominate your company/organisation or LGBT+ employee network. Describe the initiative that has been undertaken and what makes it special and a good example for others. (max. 500 words).

Many thanks for taking part!

We will be in touch with the results of this scan and will be happy to discuss any further recommendations and/or interventions we can offer towards making your organisation even more inclusive!

Please direct any questions or remarks you may have for KliQ vzw to info@kligvzw.be.