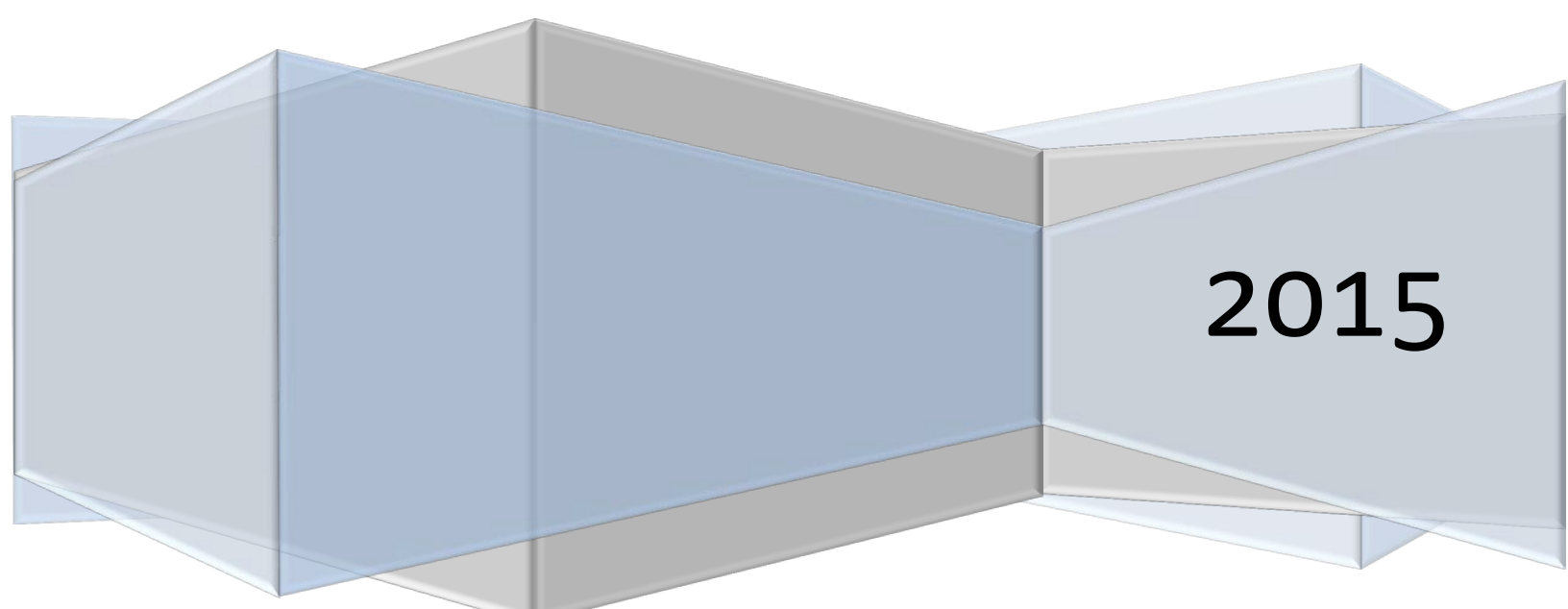University of Twente

Communication about diversity in Dutch organisations

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Abstract

If managed well diversity in the workplace is said to have positive effects on the organisations performance. For some organisations reason to see diversity amongst their employees as an important company value. The question remains however whether companies indeed see diversity management as an important asset and how they communicate about this to the outside world. This research looked into the question how Dutch organisations communicate about diversity in the workplace via their corporate website. Forty corporate websites in four different categories (multinationals, Governmental Institutions, profit and non-profit organisations) were checked for their manifest and more latent content about diversity via a content analyses. Results show that especially the multinationals actively communicate about diversity, with a special focus on gender diversity. The local and regional Governmental Institutions hardly mention the topic of diversity in the workplace. Whether diversity is a true core value for any of the researched organisations remains to be seen. The visuals of the employees on the website, in the employee testimonials and in the annual reports are not showing a lot of diversity in various social cultural categories. And in the vacancy texts the topic is hardly mentioned at all. For most organisations, if they want to show that diversity is indeed a core value, there is still a lot of ground to cover.

Keywords: diversity in the workplace, human resource management, content analyses

Introduction

The average workplace in the Netherlands is becoming more diverse. The emancipation of women led to higher participation of females in the work force (Smits & de Vries, 2013). And according to the Central Bureau of Statistics (CBS) of the Netherlands, the percentage of the working population that has at least one parent who was not born in the Netherlands has steadily grown from around 13 % in 1996 to 18% in 2009 and about 25% in 2013 (CBS, 2013). Besides that, the ageing population and alterations of the pensionable age led to a higher participation of older people in Dutch organisations (Eurostat,

2013). And recent agreements between the employers and the Dutch Government should lead to a higher participation of people with work limitations (Rijksoverheid, 2013). Other European countries seem to go through similar processes (Jonsen, Maznevski, & Schneider, 2011).

In other words the talent pool organisations can choose their employees from is becoming more diverse. In the past, enhancing diversity in the organisation primarily was seen as a legal or moral obligation of a company. But based on the current social developments, one could say that organisations nowadays are forced to deal with diversity both in- and outside the company (e.g. Ferdman & Dean, 2014; Jonsen et al, 2011). Since research shows the outcomes of more diversity in an organisation can be either positive or negative for the organisations performance, depending on how the organisation deals with it (e.g. Budwar & West, 2014; Ferdman, 2014; Guillame et al, 2014; Olsen & Martens, 2012), a lot of organisations make a choice for active diversity management. Because if managed well, diversity can for instance lead to positive effects like more creativity and innovation, whereas if mismanaged it can lead to lower work group performance (Guillame et al, 2014).

Organisations look for ways to manage diversity of the workforce via special diversity policies and/or programs (Mor Barak, 2011). In the last three decades this led to an increase in management literature on the topic of diversity in the workplace (Avery, 2011; Brooke & Tyler, 2010; Jonsen et al, 2011). Diversity management can be described as "the voluntary organizational actions that are designed to create greater inclusion of employees from various backgrounds into the formal and informal organizational structures through deliberate policies and programs" (Mor Barak, 2012, p.235).

Many organisations not only put energy in managing diversity, but also in communicating about their views on diversity and their efforts in this area. As Uysal (2013) explains they can use the information for various PR purposes, like attracting more diverse staff or for showing they are socially responsible organisations. In recent years organisations increasingly communicate about the diversity policies via the corporate website (Uysal, 2013; Singh & Point, 2006). This makes the website an interesting communication instrument to research if one wants to find out how organisations communicate about diversity to the outside world.

In order to gain more insight in the way Dutch organisations communicate about diversity in their workforce, a content analysis of various Dutch company websites was conducted. A distinction was made between four categories of organisations (multinationals, Governmental Institutions, profit and non-profit organisations) to describe the differences between various types of organisations and the way they communicate about diversity. By including visual communication besides verbal

communication, the non-verbal cues the organisations send out about diversity are also researched. The central question of this research is therefore: ***How do Dutch organisations communicate about diversity in the workplace via their corporate website?***

Theoretical framework

Diversity in definitions

Research into what scholars have written about diversity in the last decades, shows that there is little consensus on both the definition of diversity and the effects of diversity in organisations (e.g., Heitner, Kahn, & Sherman, 2013; Jonsen et al., 2011; Stevens, Plaut, & Sanchez-Burks, 2008). This has to do with the way the concept of diversity developed over the years and the various ways diversity can be examined (Lambert & Bell, 2013).

The concept of diversity in the workplace stems from the late 1960's, when the US government issued regulations to force organisations to hire people from defined minority groups (Bellard & Rüling, 2001). Focusing diversity efforts on specific groups led to what we now call a narrow definition of diversity. In the narrow definition we mainly look at socio-cultural categories like race and gender to see how diverse a workforce is. The diversity management efforts are also focused on these groups. The downside of this is that by using this definition we seem to assume that only specific groups constitute diversity. The assumption could arise that "only people of colour have a race, only women have a gender, only gay, lesbians and bisexuals have a sexual orientation" (Janssens & Steyaert, 2001, p. 6). This could lead to the idea that the dominant group in the organisation, does not have to contribute much to diversity; only their perceptions of and behaviours towards those 'others' have to be altered (Ely, 1995, as quoted by Janssens & Steyaert, 2001).

Thomas and Ely (1996) argue that only if organisations take a broader, more inclusive approach towards diversity, they can really take advantage of the full potential a diverse workforce has to offer. A broad definition would describe diversity as "all possible ways that people can differ, including values, abilities and personality characteristics or organizational function, tenure, etc." (Subeliani & Tsogas, 2005, p. 835). So diversity is no longer limited to socio-cultural categories. This inclusive approach reaches all employees and does not make diversity something only for specific groups in the organisation (Thomas, 1991 as quoted by Subeliani & Tsogas, 2005). According to Ferdman and Dean (2014) diversity practitioners nowadays see inclusion as the best approach to reap the benefits from

diversity. The downside of this broad definition is however that this way you cannot make a distinction between the various differences, and the concept of diversity could become a hollow concept. Or, as Konrad (2003) explains: "… if individual differences are all that is necessary to make a workplace diverse, then all groups are diverse by definition, and the entire concept of workplace diversity could become meaningless" (p. 7).

According to Urde (2009) it is important for organisations to have values that are not bland, toothless or even dishonest, as they can undermine the relationship with stakeholders and have a negative impact on the reputation. So organisations that say they value workplace diversity are challenged to show this value is not just a hollow concept. Since the narrow definition of diversity uses social-cultural categories, an organisation that makes promises about striving for diversity in these areas, can also account for it. They can for instance report on the number of people in a specific category that are working for them. They can also show the position of these categories within the organisation, like for instance the number of women in management positions. However, if the organisation chooses a broad definition, the accountability is harder to establish. You can show that diversity is important for you by showing how you manage diversity in the organisation and the programs you have set up, but the information will be more qualitative than quantitative.

Surface and deep-level characteristics

In spite of the call for a more inclusive, broad approach, a lot of the research on diversity in organisations has traditionally focused on specific demographic groups like ethnicity and gender (Avery, 2011; Lambert & Bell, 2013) and the effects these socio-cultural characteristics have on individuals, groups and organisations. However, we nowadays begin to see some research in other categories like attitudes or beliefs as well (Lambert & Bell, 2013). The distinction in socio-cultural attributes versus categories like attitudes and beliefs is a distinction between surface-level and deep-level characteristics.

The surface-level refers to visible attributes of an employee like sex, race, age, body size or visible disabilities. These are the socio-cultural categories diversity traditionally focused on. Deep-level diversity is linked to characteristics such as attitudes, values and beliefs (Lambert & Bell, 2013) and is more related to the broad definition of diversity. The deep-level differences become visible overtime, via verbal communication and non-verbal cues, while surface-level attributes are apparent very quickly (Lambert & Bell, 2013). By using this distinction researchers now focus more on how these various attributes and characteristics influence the individual, group and organisation both independently and interactively (Lambert & Bell, 2013), instead of focusing on only surface-level characteristics. This also

has implications for organisations that believe in an inclusive approach. Only managing diversity by focusing on specific social-cultural groups is not enough. You will need to incorporate the deep-level differences in your approach as well.

Diversity management

Even if it is true that organisations are dealing with more diversity in internal and external stakeholders, they do of course have a choice whether or not they want to actively manage the effects of this diversity. There has been pressure on companies from various sides to take action. In 2009 the Dutch Government for instance, asked the Social and Economic Council of the Netherlands (SER) to write an advice on the question 'How can diversity amongst employees enhance the organisation's results?' The SER states that the diversity of the workforce is no longer an option, but a fact. A diversity policy is, according to the SER, necessary to take away any negative effects diversity can have on an organisation and to reap the potential benefits. "There is no golden recipe for the most effective diversity policy; organisations will have to adjust it to their own characteristics and context" (SER, 2009). Also by using quota for specific groups of employees, like the number of women in management or the participation of people with a work disability, the Dutch Government pushes organisations to manage diversity.

Besides political pressure, a vast amount of management literature about workplace diversity is also pro managing diversity, in spite the fact that studies into the effects of diversity management show mixed results (Trux, 2009). According to Bairoh (2008), there is a critical approach to diversity management as well, but this lacks a coherent theoretical base. The main disadvantage of diversity management these critics point out is the emphasis that is being put on differences, which might increase the distance between employees (Trux, 2009). Also the focus on diversity as a business case, which turns human beings in to means, has been criticized.

If an organisation does make the choice to manage diversity the question remains what the approach towards diversity should be. Should the focus be on specific social-cultural categories or should the organisation take a more inclusive approach? According to Mor Barak (2011, p. 235) diversity management "refers to the voluntary organizational actions that are designed to create greater inclusion of employees from various backgrounds, into the formal and informal organisational structures through deliberate policies and programs". Typically, diversity management uses a broad definition of diversity (Mor Barak, 2011; Richard, Roh & Pieper, 2013). By using such a broad and sometimes even vague definition, organisations can create an inclusive program and avoid objections of the dominant group (Mor Barak, 2011). Mor Barak (2011) warns that this 'everybody is diverse' approach might lead

to going back to the old situation where vulnerable groups are denied opportunities and resources in the organisation, since recourses will be spread across many groups.

Advantages of diversity management

If diversity is managed well most scholars believe that diversity can have advantages for organisations (e.g., Guillaume, et al., 2014; Thomas and Ely, 1996). In a famous article by Cox (1991) six advantages of diversity management are mentioned: lower costs (by retaining diverse employees), resource/acquisition (by using the whole talent pool), marketing (because employees reflect the target groups) and a diverse company is supposed to be more creative, better in problem solving and more flexible.

A lot of research in diversity has focused on proofing whether these advantages indeed exist. Because organisations have many different approaches to diversity management programs however, we see various outcomes (Olsen & Martins, 2012; Podsiadlowski, Gröschke, Kogler, Springer, & van der Zee, 2013). The programs can vary from recruitment programs, making sure the company has a diverse workforce, to multicultural training or diversity workshops. Because of this variation in programs, the researches on the effects of diversity management in organisations also show mixed results.

Kochan et al, (2003) studied various large firms on their diversity programs regarding gender and race and the effects on the business performance. They came to the conclusion that there is virtually no evidence to support the idea that having a diverse workforce leads to better business results. That does not mean, they say, that diversity management does not have an effect. Kochan et al, (2003, p.18) state that "to be working with and gaining value from diversity requires a sustained, systemic approach and long-term commitment. <…> Organisations that invest their resources in taking advantage of the opportunities that diversity offers should outperform those that fail to make such investments". They also suggest that organisations need to look beyond the business case for diversity. Diversity should be seen as "a labour market imperative and a societal expectation and value" (p.18).

Diversity as a corporate value

By moving away from the business case, more into making diversity part of the values of the organisation, we start connecting diversity with the identity and reputation of the company. Shin and Gulati (2011) already established lot of managers think that caring for diversity will send out a positive message that will influence their reputation.

As explained before Urde (2009) advises organisations not to use hollow values, with no internal foundation or credibility in the outside world, since these can harm your reputation. Besides

hollow core values, he also distinguishes three other types of values: true core values, aspirational core values and potential core values. True core values are "internally rooted in the organisation and are perceived and appreciated by the customers over time" (Urde, 2009, p. 632). Aspirational core values are not perceived by the customers, but do have meaning in the organisation and potential core values are recognized and appreciated by the customers, but not part of the corporate brand identity of the organisation (Urde, 2009). To see how well values are established in- and outside the organisation over time can be established via the corporate brand track record.

Litvin (2000, cited in Trux, 2009) doubts whether thoroughly implemented diversity management, which could really change organisational structures, is profitable from a business perspective. According to Litvin a lot of organisations will only implement the easy, fast and image enhancing parts. The deeper layers of company cultures and structures might be left untouched, which endangers the company of forming a hollow value, instead of the more desirable true core value or an aspirational core value.

Diversity management programs

Podsiadlowski et al. (2013) describe that when it comes to diversity management programs organisations can be placed on a continuum of 'not doing anything' to having a full-blown diversity strategy. To bring some order in the various programs, Madera (2013) researched the diversity programs of fourteen hospitality and customer service organisations that were named top companies for diversity by Diversity Inc. The outcomes showed seven diversity management programs that most of them applied. These programs can be described briefly as:

- Corporate diversity council: a group of employees (incl. management) that monitor and/or advice on diversity
- Diversity training programs: special trainings for employees, incl. management on diversity
- Supplier diversity: supporting minority groups that set up business by using them as suppliers
- Employee networking and mentoring: making sure minority groups are mentored by peers
- Cultural awareness: aimed at both the dominant and the minority groups for more cultural awareness
- Support of women: special programs to give women more access to management positions
- Gay, lesbian, bisexual and transgender networks and same-sex benefits: creating special networks for the glbt-employees and making sure they have the same benefits for their partners as all other employees.

Even though this list provides a clear overview of programs that are used regularly it is important to bear in mind that most organisations use their own mix of diversity programs depending on the circumstances they work in. A clear point of view on diversity in relation to the organisational goals, as well as commitment from the top and a true inclusive organisation, are mentioned as determining factors for a successful approach.

Communication about diversity

As Uysal (2013) points out, there is not much research on how organisations communicate about diversity via their corporate website. This in spite of the fact that more and more organisations use their corporate website to communicate about the topic (Singh & Point, 2006; Uysal, 2013).

Singh and Point (2006) researched 241 corporate websites on how the websites incorporated information about gender and ethnicity in the diversity discourse. They argue that diversity statements are important, since they show how minority and majority groups in the company should regard diversity. These statements also communicate corporate values to external stakeholders. Singh and Point (2006) found out that gender and ethnicity are sometimes positioned as a liability in need of protection and other times are seen as a source of competitive advantage. Only few statements associate gender and ethnic diversity directly to better organisational performance.

Singh and Point (2006) reviewed webpages of large European companies. Swedish research (Tagesson, Blank, Broberg, & Collin, 2009) shows that there is a difference between the type of organisation and the amount and type of social information (including information about equal opportunities and education of employees) the organisation communicates. According to Tagesson et al. (2009) state-owned organisations generally give more social information than privately owned corporations. And larger corporations seem to disclose more social information than smaller ones. Also organisations that offer consumer goods supply more information about ethics then other industries.

The communication on the corporate website is of course not only verbal. Organisations also use photographs and videos to create a certain atmosphere on the website. Meyers and Dreachslin (2007) state that images of employees used on the website should be representative of the various demographic groups employed by the organisation, to attract applicants across demographic groups. However you have to be careful how you portray this diverse workforce. If you only show diversity of employees at entry-level and not in positions higher in the hierarchy this can have a negative impact on the image amongst minorities (Meyers & Dreachslin, 2007) and it might be harder to recruit a diverse workforce.

Diversity in recruitment

In order to recruit a more diverse workforce, organisations can use diversity cues in their vacancy texts, or on their recruitment websites. According to Averey, McKay, and Volpone (2013) organisations that express diversity-focused statements during recruitment activities position them selves better to attract diverse employees. And they believe this is not only true for verbal or written statements. Visuals presented during recruitment also convey messages to applicants. Images with members of a minority can signal that a company employs members of these groups.

Walker, Feild, Bernerth, and Becton (2012) investigated verbal and non-verbal diversity cues on recruitment websites amongst black and white students from upper level undergraduate management courses. They concluded that both blacks and whites process information more attentively when pictures of diverse organisational members and information about diversity programs and initiatives are included on the recruitment websites.

Diversity in the Netherlands

As in other European countries, the workforce in the Netherlands has become more and more diverse, looking at it from a surface-level. The participation of women in the workforce has been gradually on the rise in the last decade from 67% in 2003 to 72% in 2013 (Eurostat, 2014), although this rise has seen a few discontinuities in the time series. However the number of women in the top of especially commercial organisations is lagging behind. That is why, in 2012, the Dutch Government implemented a law that states that organisations with a turnover of more than 35 million euros, have to strive for 30% women in both the board of directors and the supervisory board (Tanis & Zandvliet, 2012).

Not only women, but also older people are participating more in the Dutch workforce. The participation from employees between the age of 55 to 64 has grown from 44.5% (2003) to 58.6% (2012) and between the age of 65 to 69 from 7.8 % (2003) to 12.7% (2012) (Eurostat, 2013). With the official retiring age going from the age of 65 to the age of 67, these numbers are expected to go up even more.

According to the 'UWV monitor Arbeidsparticipatie 2013' (UWV, 2013) the position of the physically and mentally challenged employees in 2012 on the job market deteriorated for the first time in a couple of years. The economic crisis seems to be the biggest cause for this (UWV, 2013). However in 2013, the Ministry for Social Services and Work made a deal with the employers' organisations, to create a 100,000 new jobs for challenged employees and the Government will create 25,000 extra jobs (Rijksoverheid, 2013). And via a new law, which was implemented in January 2014, they will monitor the

companies with more than 25 employees, to see whether they indeed are creating enough opportunities. If not, the Government considers working with quota.

Of the 16.7 million people living in the Netherlands 3.5 million have at least one parent that was not born in the Netherlands. Amongst this group, 1.9 million have a non-western ethnic background (CBS, 2013). The largest groups amongst them are Turks, Moroccans and Surinamese and Antilleans/Arubans from the former Dutch colonies and (CBS, 2014). However, if we look at the position of ethnic minorities on the job market, it is not to be envied. According to CBS (2009) the unemployment amongst people of a non-western origin is two and a half time as high as the unemployment of the indigenous population. Affirmative Action that was taken by the Dutch Government to make up for the loss of industries that traditionally provided jobs for immigrants, as well as voluntary actions taken by employers and labour unions (Glastra, Meerman, Schedler, & De Vries, 2000) seemed to pay off according to earlier reports of the CBS (2008), but the current recession hit this group much harder than it hit the native group of employees (CBS, 2009).

Method

In order to get a clear overview to what extent and how Dutch organisations communicate a diversity policy to the outside world a content analysis was conducted on the websites of various categories of Dutch organisations. According to Uysal (2013) and Singh and Point (2006), companies increasingly use the corporate website to communicate about diversity. And content analysis is considered a valuable way to gain a systematic description of the manifest and latent content of communication (Krippendorf, 1990; Potter & Levine-Donnerstein, 1999).

Sample

The first selected category of Dutch organisations is the top 12 Dutch companies according to the Fortunes Global 500 list 2012 (see Appendix A). This is in line with the approach of Bellard and Rüling (2001), who researched the websites and annual reports of large organszations in Germany and France on their disclosure of diversity management. Most of the organisations of the Dutch list fit the definition of Mor Barak (2011) of a multinational company. A multinational company is a company "in which the central corporate office still has the dominant decision-making power, but each national or regional operation has some autonomy in business decisions." (Mor Barak, 2011, p. 3). There are two exceptions on this: EADS and LyondellBasell Industries. These organisations are fitting more into the definition of a global company. The headquarters might be located the Netherlands, but the management team consists of people from across the globe. The corporate culture is not dominated by any one national

culture. Since the focus of this research is on the Netherlands, these two organisations were excluded from the research.

Besides the ten multinational companies, thirty other organisations were selected, in three different categories: Dutch Governmental Institutions, Dutch profit organisations and Dutch non-profit organisations (see Appendix A). This way we like to get an overview of various organisations that are active in the Netherlands and detect any apparent differences in approach.

Dutch Governmental Institutions were selected, based on the three layers in the Dutch government (national, province and local) and geographic location and/or size, in order to get variation. The final decision for the exact organisation was done randomly. On the national level only the website 'Rijksoverheid', was researched, since it gives information about all national Governmental Institutions in general. Finally websites of governmental services like the police, the tax office and Rijkswaterstaat (responsible for the Dutch roads and waterways) were included.

The Dutch profit organisations were selected mainly on their offering of their products or services to the Dutch audience. Some of them are active in other countries, but their main focus is on the Dutch market. At the time of the selection Dutch shareholders/private owners owned the organisations. The selection was made so that various fields of industry are represented. For the selection of the non-profit organisations there were several choices to be made. For the educational institutions the distinction was made on the various levels of education in the Netherlands (secondary, higher and professional education) and location. The other institutions were chosen randomly, but again with an eye on getting a diverse overview of Dutch non-profit organisations.

Corpus

Because of the amount of texts available on an average website, as well as the fact that information on diversity can be present in many different places, the websites were first explored on diversity cues. This exploratory research is recorded in qualitative reports per website. These reports can be found in appendix B. First the corporate homepage of the organisation was scanned for direct links on 'Diversity' or 'Inclusiveness'. If there were no direct links to be found, the search engine of the site was used to see whether information on 'Diversity' or 'Inclusiveness' could be found by typing in these words. The hits were checked for suitability for the research. Only the links that referred to diversity in the workplace were counted and scanned for information. Links to annual reports older than 2010, were discarded. On the various pages that were found this way the following information was researched: information on

definitions for diversity, reasons why an organisation would have a diversity management policy in place, reports on diversity, the career pages, including the current vacancies and examples on programs or best practices. Finally the visuals representing employees used on the websites and in the annual reports were checked out.

Based on this exploration, certain webpages were selected to use for a more quantitative analysis. These pages contained information about the values of the organisation, financial and/or social annual reports, working for the company, including testimonials and current vacancies and if available specific information about diversity. Even if the organisation did not communicate about diversity explicitly, we included it in the quantitative research, because we also checked for more latent content on the topic.

Coding scheme

Appendix C shows the instructions the coders used for the quantitative analysis. If the organisation mentioned diversity the coders looked for the definition(s) that the organisation uses to describe what, according to them, diversity stands for. The coders checked whether the organisation used a broad or a narrow definition as described by Subeliani and Tsogas (2005). Also the coders looked whether the organisation referred to surface level characteristics, deep-level characteristics or both (Lambert & Bell, 2013). Furthermore they looked into the reasons the organisation mentions as to why they care about diversity in the organisation or why they apply diversity management, based on the advantages as found by Cox (1991). The fact that managers think that caring for diversity will also send out a positive message that will influence their reputation (Shin & Gulati, 2011) was added to that list.

After that the websites, financial and social reports were checked for reports on employees based on gender (both in general and management), ethnicity (Non-Western/Western), age (in various categories) or work limitations. The diversity programs recognised by Madera (2013) were used to check the same corpus on diversity policies and programs. Besides that we checked whether the organisations mentioned awards they might have received for their diversity efforts.

The first ten vacancy texts (if available) were checked for diversity cues, to see whether the organisation actively uses the vacancy texts for recruiting a more diverse workforce. These cues were an affirmative action statement, a diversity management policy mentioned in the text or gender, age, work limitations or ethnicity mentioned in the text. And finally the coders checked whether in the testimonials of employees and in the pictures and videos on the website, a diverse workforce is

presented by counting the gender, the age (in the age groups twenties, thirties, forties, fifties and sixties), ethnicity (Western-Non-Western) and the employees with a work limitation.

Intercoder reliability

In order to maintain reliability two coders (the researcher and a fellow researcher) worked with a list of links and documents they needed to check as well as an instruction manual to fill out the form (Appendix B). The researcher researched all forty websites; the fellow researcher researched ten (25%) independently, after receiving training. The intercoder reliability was assessed using Cohens Kappa.

In many cases the comparison between the results of the two different coders showed sufficient reliability, based on a Cohen's Kappa of at least 0.6. The table in Appendix C shows all the Cohen's Kappa results for each category. The coding of the videos however, did not show a sufficient Cohen's Kappa and is therefore left out of the discussion of the results.

The coding of the visuals of the website also showed an insufficient Cohen's Kappa. However since this is such an important part of the research this part was repeated by two coders, but now based on a fixed number of visuals. The first time the coders were asked to select the visuals themselves from the webpages that were given. They were asked to discard pictures where the employees were not clearly visible and to only count pictures of employees. It turned out that this led to confusion. So the second time the pictures were selected and the same pictures were analysed by both coders. This led to Cohen's Kappa's above 0.6.

In all the cases the coders had to estimate the age of the employee (in the categories visuals on the website, visuals in the annual reports and testimonials) we see Cohen's Kappa's that are too low for a reliable result. The most important category is the age 60<, since this category is the most relevant to see whether older employees have a place in the communication of an organisation. In case of the visuals of the annual reports the Cohen's Kappa of 60< was not sufficient, but combining the categories 50 and 60< showed a sufficient Kappa, so we worked with that. For the testimonials the category of 60< had perfect agreement amongst the coders, but we can't establish a Cohen's Kappa for it, since both coders did not find any examples of testimonials of employees over 60.

The Cohen's Kappa can neither be established for the code of testimonials, visuals on the website and visuals in the annual reports of people with a work limitation. In all categories we find either one or two constants. We can safely say, however, that there are hardly any examples of people with a work limitation to be found.

Results

Active communication about diversity

Of all the researched organisations the multinationals are by far the most active in communicating about diversity. All of them mention the topic in one way or another on their websites and/or in their annual reports (see table 1).

Table 1: Diversity mentioned on website

	Multinationals	Governmental Institutions	Profit	Non-Profit
Mentioned diversity	10	2	5	5
Not mentioned diversity	0	8	5	5

Of the profit- and non-profit organisations half of them make the choice to actively communicate about diversity, whereas only two Governmental Institutions mention diversity explicitly on their websites. None of the organisations has a direct link to the topic on their homepage. But via the search engine or via webpages like 'about the organisation' or the recruitment pages the information can be found.

Multinationals

In all the topics we looked for in this content analysis multinationals get the highest scores, whether it is about reporting on diversity, stating reasons why diversity might be important or the mentioning of diversity programs within the organisation. However we need to bear in mind that in some cases the results of the multinationals was high because of some organisations that are very active in communicating about diversity or for instance have special pages for recruiting women. But even if we take this into account the multinationals score better than the other types of organisations.

Government

Whereas the profit and non-profit organisations score average on communicating on diversity, the Governmental Institutions score the lowest in most topics we researched. This is mainly caused by the results of the local and regional institutions. The websites of Rijksoverheid, the police and in some cases the Belastingdienst (tax office) show higher scores then the other Governmental Institutions. These three organisations are all functioning on a national level. The websites of the regional or local institutions hardly communicate anything about diversity policies or the way they deal with diversity in their organisation. We need to take into account that these organisations often don't publish an annual

report, a place where most other types of organisations communicate a lot of their information about diversity. However, you would think that Governmental Institutions on all levels feel the responsibility to let all social-cultural categories participate in the workplace. And that by communicating about it they want set an example.

Attention for various social-cultural categories

Most attention for gender diversity
The type of diversity that is mentioned most is gender diversity. We see this in the reporting on diversity, but also in the type of diversity programs that are mentioned. And even though we see more men than women in the visuals used either in the annual reports, the testimonials or on the webpages, these differences are not as substantial as the differences in for example ethnicity.

In the qualitative reports we can see that a lot of organisations mention the number of women in the board of directors or the advisory board in their annual reports. This probably has to do with the law of 2012, that states that organisations with a with a turnover of more than 35 million euros, have to strive for 30% women in both the board of directors and the supervisory board. (Tanis & Zandvliet, 2012). This might also be the reason why so many organisations mention gender diversity as a topic for their organisation.

One multinational (Shell) dedicated special webpages on their recruitment pages on women working for the organisation. We immediately see the effect on the number of women presented on the webpages, which makes them stand out from the other multinationals.

Compared to the other type of organisations the non-profit organisations also stand out when it comes to presenting women in for instance their testimonials or their annual report. This might be reflecting the number of women working for non-profit organisations. One of the non-profit organisations, Plan Nederland, addressed the issue that they have more women working for them in the annual report of 2013: *"In reality it is hard to employ an equal amount of men and women, because more women than men apply for jobs."*

Little attention for cultural diversity
In the communication about diversity, ethnicity or cultural background does not play a big role. It might be mentioned in the text about diversity as one of the characteristics in which people can vary, but only two Governmental institutions and two non-profit organisations report on Western vs Non-Western background of their employees. And even though most of the multinationals portray people with a non-Western background in their testimonials and websites in the other type of organisations they are often

not present and if they are, the percentage of people with a Non-Western background is very low. Most striking is their absence in annual reports in all categories, but especially in profit and non-profit organisations.

Mixed results for age diversity and work limitations

If we look for latent or manifest information on age diversity, we see mixed results. A lot of companies report on the age of their staff, although the highest category varies a lot and sometimes already starts at 50<. People over 60 are not present in the testimonials organisations use on their recruitment pages. However in the annual reports, people over 50 or 60 are portrayed a lot, especially in pictures of the Executive Board or the Advisory Board. Programs or networks for ageing employees are not found. If anything, there are programs for young employees.

In texts of some multinationals we found the topic of employees with work limitations mentioned in the annual report. However most of these companies don't provide us with numbers and just mention there are initiatives. The other types of organisations hardly mention work limitations and in the visuals and testimonials of all the categories people with work limitations are hardly present.

The Government itself has a special webpage where they post vacancies that are opened especially for people with a work limitation (https://www.werkenvoornederland.nl/de-rijksoverheid-als-werkgever/werknemers-met-een-arbeidsbeperking). However checking this page several times over a couple of months never led to any hits.

Framing diversity

Whether the organisation mentions diversity and what information they provide, are not the only clues about the value of diversity for the organisation. Where and how the information is presented tells us a lot about how diversity is positioned and framed in the organisation.

Place on website

The place on the website can tell us more about which departments or fields of expertise in the organisation manage diversity. The analyses shows that information about diversity (management) can be found in various locations on the corporate website (see table 2). The best place to look for information about diversity by far is in the annual reports (often also presented as webpages nowadays). The chapters where we can find the information vary between chapters on Governance, Leadership, Employment or Corporate Social Responsibility.

Table 2: Place where diversity is mentioned

	Multinationals	Governmental Institutions	Profit	Non-Profit
Careers & Employment pages	7	1	2	2
Corporate Social Responsibility	6	0	1	0
Corporate Governance/ Compliance	6	1	1	2
Annual Report	6	1	4	4

Seven out of the ten multinationals mention diversity on the careers and employment pages. Of the other categories only one or two organisations mention it here. The topic is also mentioned on the pages about CSR by six multinationals and one profit organisation. Six of the multinationals also mention the topic on pages on Corporate Governance or Compliance, compared to one or two organisations of the other categories.

By looking at the place where diversity is mentioned we can see that most multinationals don't isolate the topic as a specific Human Resource Management or Corporate Social Responsibility topic, but connect diversity to various areas in the organisation. This is less true for the other types of organisations, where the topic, if mentioned at all, is most of the time mentioned only in one or two places on the website. This gives the impression that diversity is not something that really is a big topic in the organisation.

Reasons for diversity management

The place where the organisation mentions the topic of diversity could influence the reasons they give for having diversity management in place. If they see diversity management as part of Corporate Social Responsibility you would expect to see for instance that they feel staff should be a reflection of the society. If they report about it in the annual report you would expect more reasons based on the business case for diversity management.

These kinds of relations are hard to proof based on the results, however. Only fifteen out the forty websites researched mention one or more reasons why they belief diversity (management) is

important for an organisation. More than half of those are multinational. Especially the profit and non-profit organisations withhold any information as to why diversity should be a topic for them, even if they do actively mention diversity on their website (see table 3).

Table 3: Reasons for diversity

	Multinationals	Governmental Institutions	Profit	Non-Profit
Costs	2	1	1	0
Resource/ Acquisition	4	1	1	0
Staff reflection target group	3	0	1	1
Staff reflection society	1	3	1	1
Creativity	4	3	2	0
Problem Solving Ability	2	1	0	0
Flexibility	0	1	0	0
Reputation	2	1	1	0

If they do mention reasons for diversity management most organisations only give one or two. The attribution of diversity to the creativity of the organisation is mentioned most often. As the international bank ING phrases on their recruitment pages: "*Bringing people together with different backgrounds, skills and experience brings many benefits such as: Richer discussion, more refreshing ideas, better business decisions and more creative solutions for our clients.*" This reason is closely followed by the fact that the talent pool an organisation can choose from is becoming more diverse. Or as the national police force says: *"Diversity with the Dutch police is necessary to <<<amongst other reasons >>> prevent a shortage in employees."* A few Governmental Institutions and a profit organisation mention the fact that their employees need to be a reflection of society: *"If you look at the NS (Dutch Railway) employees you should see the Dutch society."* The multinationals more often state they want their staff to reflect their target groups. Electronics firm Philips says for instance: *"As a global company, our customers come from a multitude of countries and cultures. Having a diverse workforce where differences are honoured, respected and encouraged to thrive, puts us in a stronger position to mirror the markets we're active in, because we can understand our customers and identify with their needs."*

So there is a lot of variation in the reasons organisations mention as to why they should address diversity (management). This reflects the various results of research into the benefits of diversity for

organisations. It is clear, however that most organisations lean towards reasons that support the business case, like more creativity, more choice from the talent pool and staff being a reflection of the target group.

Broad definitions or narrow definition

In the definitions the organisations describe how they value diversity. The five multinationals that provided a definition all use a broad perspective. For example in their 'Statement on Diversity and Non-discrimination' insurance company Aegon says: *"AEGON recognizes that employees have different backgrounds, perspectives and experience. AEGON values these differences and believes they are a source of strength for the company. AEGON recognizes that such differences may be based on physical traits or less visible qualities such as differences in education, personality, family status, political beliefs, experience or culture."* Most organisations that use a broad definition use both surface level and deep level characteristics to describe diversity.

Besides the multinationals of the other types of organisations seven used a broad definition and six used a narrow definition, like for instance KPN: *" We expect our leaders to promote diversity, both related to gender and ethnicity"*. So especially the multinationals seem to hold themselves to the statement of Mor Barak (2011) that most organisations that apply diversity management use a broad definition. These definitions sound indeed more vague and it will be harder to proof for the organisations that this is not just a hollow value.

In total sixteen organisations use some kind of definition of diversity on their website, as can be seen in table 4. This means five organisations mention diversity on their corporate website, without giving a definition about what they mean with the concept. This is in line with the findings of Point and Singh (2006), who saw in their research that approximately 25% of the websites that mentioned diversity did not provide a definition.

Table 4: Type of definition

	Multinationals	Governmental Institutions	Profit	Non-Profit
Only broad	5	3	1	1
Only narrow	0	1	1	2
Both broad & narrow	0	0	1	1

Showing diversity

It is one thing to say that you value diversity, but how do you show that it is not just a hollow value, especially if you use a broad definition? In their reports organisations can address the various socio-cultural groups that are part of their organisation. Visuals of their employees can also show which groups are represented in their organisation. A bigger challenge for organisations is to show that they value deep-level characteristics in their organisation. They can report on initiatives and programs that they have in place. To translate this in visuals might be harder. A nice example of how it can be done is the Dutch Railway (NS). Besides mentioning they have a network for gays, lesbians, transgenders and bi-sexuals (GLTB) they show pictures that show they participated with a boat in the Amsterdam Gay Pride canal parade.

Reporting on diversity

As can be seen in table 5 most organisations, even if they don't communicate actively about diversity, report on the composition of their staff in gender and age. However reports on the other socio-cultural groups traditionally linked to diversity (cultural background and people with a work limitation) are very limited. Reports on deep-level characteristics, like religion or sexual orientation were not found.

Table 5: Reporting on diversity

	Multinationals	Governmental Institutions	Profit	Non-Profit
Gender	8	4	4	7
Gender in management	8	2	4	2
Age	5	3	4	5
Western/Non-Western background	0	2	2	0
Ethnicity per country	2	0	2	0
Work limitation	2	0	2	1

Diversity programs

Most multinationals communicate about the diversity programs they have in place for their staff. Of the other types of organisations only a couple mentioned these types of programs (see table 6).

Table 6: Number of organisations with communication about programs

	Multinationals	Governmental Institutions	Profit	Non-Profit
Programs mentioned	7	2	3	1
No programs mentioned	3	8	7	9

Table 7 shows the types of diversity programs that are in place in the various organisations. Support for women, networking/mentoring and training of the staff are mentioned most often. Other types of programs and the achievement of diversity awards were mentioned a couple of times.

Table 7: Types of diversity programs

	Multinationals	Governmental Institutions	Profit	Non-Profit	Total
Diversity Council	3	0	0	0	3
Training of the staff	3	2	2	1	8
Supplier diversity	2	0	0	0	2
Networking/ mentoring	5	1	2	1	9
Cultural awareness program	1	1	1	1	4
Support for women	7	1	3	1	12
Support for GLTB	3	1	1	1	6
Awards	2	0	1	0	3

Visuals

Visuals of employees can often be found in annual reports and on the recruitment pages of the organisations. Most organisations include testimonials of their employees on these recruitment pages. Appendix F shows some additional tables on how various social-cultural categories are represented in these visuals.

In general the visuals of employees present more men then women. In the visuals the organisations use, variation in ethnicity and people with a work limitation is hardly present. Whether this absence in images is in line with the number of employees with a Non-Western background or a work limitation working for the organisations cannot be checked, since most organisations report no numbers on these categories. However, as American research suggests, if you want to attract diverse staff, you also have to make sure visuals of a diverse staff are present (Averey, McKay and Volpone, 2013). So the fact that these groups are not present in the visuals, can influence future participation as well.

Vacancy texts

Most organisations do not use diversity cues in their vacancy texts. There were no explicit encouragements for specific groups to apply for the job by promises they would get preference if candidates were equally suitable. Two multinationals mentioned the fact they have a diversity program and they judge everybody equally regardless of gender, age, ethnicity, etc. Of all the surface level characteristics gender was mentioned most often, be it only five times. So in the vacancy texts diversity is not a topic, even though you might expect to see it mentioned here. Most organisations prefer to address the topic separately on the career pages and not put emphasis on it in the vacancy text itself. So, if you are applying for a job, you can find the information about diversity if you search for it. But you will not be aware that diversity is valued by the organisations if you do not actively look for the information.

Conclusions and discussion

There is a lot of variety in how organisations communicate about diversity in the workplace. Many multinationals make the choice to communicate about the topic; a lot of other organisations do not mention it at all. In general you might say there are three types of organisations:

1. Organisations that do not actively communicate about diversity
2. Organisations that communicate about diversity, but are not really convincing in their communication that they see it as a core value
3. Organisations that communicate about diversity and seem to approach the topic as a value for the organisation

The fact that we can see examples of all these types of organisations in the Dutch workplace, tell us that diversity management is still very much in development in the Netherlands. The type of organisation seems to be a determining factor for this distinction. Where the local and regional

Governments fall into the first category, a lot of multinationals fall into the third. It is interesting to see that big commercial organisations are scoring better than the non-profit and Governmental Institutions on a topic like diversity.

One could say that multinationals are by nature diverse, since they operate in an international market and often have employees from various countries. This might also influence their stance on diversity management. However diversity is more than cultural diversity alone. And the fact that there are two business-to-business multinationals that score considerably lower on the active communication than the other multinationals shows that whether or not an organisation communicates about diversity might have other reasons than only the question whether they are working in an international environment.

The fact that multinationals communicate more about diversity corresponds with the findings of Tagesson, et al. (2009), who state that bigger organisations are communicating more about the topic than smaller organisations. The multinationals are considerably bigger than most of the organisations in the other categories. According to Tagesson, et al. (2009) there is a higher demand for information from these organisations and they are influenced by a bigger variety of stakeholders.

As stated before two multinationals stand out and communicate less about diversity then the other multinationals. Both of them are organisations that are not in direct contact with the consumers. They focus more on the business-to-business market and/or are using a house of brands and not a monolithic organisational structure. This is again in line with the findings of Tagesson, et al. (2009), who says that organisations that offer consumer goods are communicating more about ethics than organisations in the business-to-business market.

Diversity as a true value

The question remains whether diversity is a true value for the organisation or whether it is more a hollow concept. According to Urde (2009) the track record of organisations can help establish over time how well a value is established in- and outside the organisation: "A corporate brand track record consists of core values and promises rooted in the organisation which are also perceived and appreciated by customers and non-customer stakeholders over time. It is an emerging pattern of proven values and promises forming a contract between the organisation and the outside world."

This research only took a snapshot of various organisations at a specific time. However it might be the start of a more longitudinal study that looks at how these organisations value diversity in the workplace. As it stands the research only looked into the ways the organisation frames diversity to the

outside world, not how the (potential) employees perceive it. But it can help to establish the track record over time.

It is hard to judge whether for the organisations that say they value diversity, it is a true core value. For a lot of Dutch organisations it does not look too promising, though. Some of them do not communicate what diversity stands for in their organisation. Most of them don't show reasons why diversity is important or what programs they have in place. Their reports about the topic are limited to reports on gender and age. Other types of diversity are hardly addressed or visible. It might be that organisations view other types of diversity as difficult ethical topics that can cause discussion within the organisation, especially with the dominant groups. This would support the idea of Litvin (2000, cited in Trux, 2009) who said that organisations tend to only implement the easy, fast and image enhancing parts of diversity.

The multinationals may proof to have a better track record then the other types of organisations, but even here, the latent communication in the visuals of the organisation or the testimonials of the employees is not showing the diversity they might need to convince the (future) employees that diversity indeed is a true value for the organisation. As Averey, McKay, and Volpone (2013) said, images with members of a minority can signal that a company employs members of these groups and this way you can attract more diverse employees.

So a longitudinal study that shows the track record of the organisation, including the image on this topic amongst (potential) employees, is needed to show that diversity is more than obeying the laws and regulations. And even more than the implementation of the easy, image enhancing parts of diversity Litvin (2009) warns for. Revisiting the websites of the organisations over several years can help establish whether diversity is a true value, an aspirational one or maybe even a potential value for some of the organisations. Or whether diversity in the workplace proofs to be a hollow core value, which will disappear from the active communication of the organisation.

Suggestions for further research

The area where we can expect most changes is the diversity in work (dis) ability, because of the new law that is implemented in 2014. This law regulates that the Government will monitor the companies with more than 25 employees to see whether they put in enough effort to create jobs for people with a work limitation. So it will be interesting to see whether the reports on employees with a work limitation will go up in the following years. And whether the new law also leads to more presence of people with a work limitation in the visual communication about the workforce.

This research showed a lack of presence of people with a Non-Western background. It might be interesting to test whether the findings of the American study of Walker, Feild, Bernerth and Becton (2012), also is true for people with a Non-Western background in the Netherlands. The American study showed that both Blacks and Whites process information more attentive when pictures of diverse organisational members and information about diversity programs and initiatives are included on the recruitment websites. If you would like to reach more ethnic diversity in your company, this would suggest that you need more pictures and information on ethnic diversity. However whether these results can be translated to the Dutch situation, remains to be seen.

A similar research can be done with men and women. The pages where Shell explains about their initiatives for attracting more women as an employee can be used as an example. What effect do these pages have on the attention of both male and female potential employees?

Finally it will be interesting to see whether the differences found about communicating on diversity over various types of organisations, is also true for organisations in other countries.

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Appendix A: Selected companies

Top 12 Dutch companies from Fortunes Global 500 list 2012[1]	Dutch Governmental institutions	Dutch profit organisations	Dutch non-profit/not for profit organisations
Royal Dutch Shell	Rijksoverheid	Jumbo	University of Amsterdam
ING Group	Provincie Groningen (Province of Groningen)	NS	HU
Aegon	Provincie Noord Holland (Province of North Holland)	Rituals	Roc Brabant
Royal Ahold	Provincie Limburg (Province of Limburg)	Eneco	Scholengroep Carmel Hengelo
Rabobank Group	Amsterdam (City of Amsterdam)	Wehkamp	Van Gogh museum
Royal Philips Electronics	Breda (City of Breda)	KPN	Plan Nederland
GasTerra	Borne (City of Borne)	Univé	KWF
SHV Holdings	Belastingdienst (tax office)	SBS	Scapino Ballet
Heineken Holding	Politie (police)	Twijstra & Gudde	NOS
Randstad Holding	Rijkswaterstaat (executive arm of the Dutch Ministry of Infrastructure and the Environment)	Schiphol	Toneelgroep Amsterdam

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[1] EADS and LyondellBasell Industries are excluded from the list, because of their global character

Appendix B: Exploratory research

The reports on the exploratory research can be found in a pdf- and word-document on the USB-stick, handed in with this report. The file is named Appendix B: Exploratory research.

Appendix C: Instructions Coders

Instruction to the online form

On https://docs.google.com/forms/d/14ePtaEomSpediL8wey6IymsGOnQadP1-Qzjsqr7mOYo/viewform?usp=send_form you can find an online form that can be filled in for the content analysis. In this document you can find the background information needed to fill out the form correctly.

For every organisation a number of documents and pages are selected, that need to be checked. You will receive this selection via the mail. Only check these pages and if necessary, one click further (e.g. to read the full text of a vacancy). Don't go further than one click from the page that is asked to review, unless otherwise mentioned.

Context

Research Question: How do Dutch organisations communicate about diversity in the workplace via their corporate website?

Sub-questions:

- If the organisation mentions diversity in the workplace on the website, which type of definition and what reasons for supporting diversity in the workplace do they use?
- How does the organisation report about the diversity of their staff?
- What does the organisation tell about the diversity programs they have in place?
- How do the visuals on the website relate to the written communication about diversity in the workplace?
- How do the recruitment texts for specific vacancies relate to the other texts about diversity in the workplace?

Numbers of references found

With the number of references found, we mean how often a certain item is mentioned in separate sections of the website (so is it mentioned on separate pages), or in separate chapters in the various reports (financial, social or governance report). We will also count the repetition of the same fact, if it is mentioned in different areas. This means that if e.g. an award for diversity is mentioned in both the annual report and on the webpages on diversity, it will be counted twice.

Background for the categories

Definition:

<<< Check both the webpages and the reports that are supplied>>>

If the organisation mentions employee diversity, which type of definition do they use?

In literature we can find two types of definitions:

- Broad Definition: A broad definition would describe diversity as 'all possible ways that people can differ, including values, abilities and personality characteristics or organisational function, tenure, etc.'(Subeliani & Tsogas, 2005, p. 835).
- Narrow Definition: if we use a narrow definition of diversity, we mainly look at social cultural categories like race, gender and age. (Subeliani & Tsogas, 2005)

In more recent literature, instead of using these definitions we find a distinction in two types of characteristics that are used to describe diversity:

- Surface level characteristics: The surface-level refers to visible attributes of an employee, like sex, race, age, body size or visible disabilities. You could say that they are related to the narrow definition of diversity. Surface-level attributes are apparent very quickly. (Lambert & Bell, 2013)
- Deep-level characteristics: characteristics such as attitudes, values and beliefs (Lambert & Bell, 2013) and closer linked to the broad definition of diversity. The deep-level differences become visible overtime, via verbal communication and non-verbal cues. (Lambert & Bell, 2013).

Category	Number of references found
Broad Definition	
Narrow Definition	
Surface level characteristics	
Deep level characteristics	

Why is diversity important?

<<< Check both the webpages and the reports that are supplied>>>

If the organisation mentions that they work on a diverse and inclusive work environment, which reasons do they give to implement their policies? What are the advantages of having a diversity policy, according to the organisation? Traditionally, in literature, six advantages are mentioned: lower costs (by retaining diverse employees), resource/acquisition (using the whole talent pool), marketing (employees reflect target groups) and a diverse company is supposed to be more creative, better in problem solving and more flexible (Cox, 1991). Besides that managers think that caring for diversity will also send out a

positive message that will influence their reputation (Shin & Gulati, 2011). The last category also includes the words 'image' and 'good corporate citizen'.

Category	Number of references found
Costs (retention of employees)	
Resource/Acquisition (using whole talent pool)	
Marketing (reflection of target group/society)	
Creativity	
Problem solving ability	
Flexibility	
Reputation	

Reporting on diversity

<<< Check the reports that are supplied>>>

How are the various employee groups in the organisation reported in the most recent annual financial -, social - or governance report?

Category		Number of references found
Gender in management		
Gender in total staff		
Age categories up to 50>		
Age categories up to 55>		
Age categories up to 60>		
Age categories up to 65>		
Ethnicity Non-Western background		
Ethnicity Western background		
Ethnicity per country		
Employees with a work limitation (Wajong)		
Other:	……	

Diversity management programs

<<< Check both the webpages and the reports that are supplied>>>

To manage diversity many organisations have various programs in place. Research on the diversity management programs of fourteen hospitality and customer service organisations (Madera, 2013)[2], showed seven diversity management programs that most of them applied: corporate diversity council, diversity training programs, supplier diversity, employee networking and mentoring, cultural awareness, support for women and gay, lesbian, bisexual and transgender networks and same-sex benefits.

- Corporate diversity council: a group of employees (incl. management) that monitor and/or advice on diversity
- Diversity training programs: mention of special trainings for employees, incl. management on diversity

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[2] The organizations were named by Diversity Inc. to be top companies for diversity (Madera, 2013)

- Supplier diversity: supporting minority groups that set up business by using them as suppliers
- Employee networking and mentoring: making sure minority groups are mentored by peers
- Cultural awareness: aimed at both the dominant and the minority groups for more cultural awareness
- Support of women: special programs to give women more access to management positions
- Gay, lesbian, bisexual and transgender networks and same-sex benefits: creating special networks for the glbt-employees and making sure they have the same benefits for their partners as all other employees have.

If other initiatives in organisations are mentioned, please state what and how often they are mentioned.

Awards: organisations might be awarded for their diversity management programs. Do they mention awards that they have won? How often do they mention this?

Category	Number of references found
Corporate diversity Council	
Diversity training programs	
Supplier diversity	
Employee networking and mentoring	
Cultural awareness	
Support for women	
Gay, lesbian, bisexual and transgender networks and same-sex benefits	
Other, namely …	
Awards on diversity	

Vacancy texts

<<< *Check the webpages that are supplied and check the first ten vacancy texts*>>>

Does the vacancy text mention a diversity policy and/or does the text encourage certain groups to respond? To recruit a more diverse workforce it helps to include messages about diversity initiatives (Avery, McKay and Volpone, 2013). One way to do that is to include an affirmative action statement. An affirmative action statement will say that the organisation takes voluntary and mandatory efforts to combat discrimination and promote equal opportunity in employment (based on the definition of Affirmative Action by Crosby, 2004). There might also be a referral to the diversity management policies that the organisation has in place (Avery, McKay and Volpone, 2013).

Category	Number of references found
Affirmative action statement	
Diversity management policy mentioned in the text	
Gender mentioned in the text	
Age mentioned in the text	
Ethnicity mentioned in the text	
Work limitation (Wajong) mentioned in the text	

Testimonials

<<< Check the webpages that are supplied and count all the testimonials supplied. This might mean you will have to click further than only one time. If videos are used for testimonials you can discard those, we will check those at a later stage>>>

A lot of organisations use testimonials of current employees that explain what it is like to work for the organisation in question. If the organisation uses testimonials of employees on their website is it a mix of gender, age, ethnicity and/or people with a work limitation based on the names and pictures included in the testimonial?

Category	Number of references found
Gender	Men: Woman:
Ethnicity	Western: Non-Western:*)
Age	Twenties: Thirties: Forties: Fifties: Sixties or older:
Visible work limitation **)	

*) With Non-Western we mean someone coming from a country in Africa, Latin-America, Asia or Turkey (based on CBS, 2013). CBS excludes people from Indonesia or Japan, but since we base this category solely on name and picture, it might be hard to make this distinction, so we include them as Non-Western. With Western ethnicity we mean coming from a country in Europe (except for Turkey), North America or Oceania (based on CBS, 2013). In some cases there might be a picture of someone with a Non-Western appearance and with a Dutch or Western name. In this case we will count it as Non-Western.

**) People with a visible work limitation (e.g. because of the use of tools or visible aids like a wheelchair, crutches, white stick, etc.)

Visuals in annual report(s)

<<< Check the reports that are supplied and include all visuals that represent employees, including those of the board of directors and/or advisory board or in the case of Government organisations various councils. If the setting suggests that the visuals represent customers (e.g. setting in house) you can discard those.>>>

Meyers & Dreachslin (2007, as stated in Avery, McKay and Volpone, 2013) state that images used should be representative of the various demographic groups employed by the organisation. If the organisation

uses pictures of employees in their annual report, is it a mix of gender, age, ethnicity and/or people with a work limitation?

We start with looking at the annual financial report. If there are no visuals of employees used in this report, we will have a look at the social or governance report.

Category	Number of references found
Gender	Men: Woman:
Ethnicity	Caucasian: Non-Western:
Age	Twenties: Thirties: Forties: Fifties: Sixties or older:
Visible work limitation	

Visuals on webpages

<<< Check the webpages that are supplied and include all visuals that represent employees, including those of the board of directors and/or advisory board or in the case of Government organisations various councils. If the setting suggests that the visuals represent customers (e.g. setting in house) you can discard those >>>

Meyers & Dreachsli (2007) state that images used should be representative of the various demographic groups employed by the organisation. If the organisation uses pictures of employees on their webpages, is it a mix of gender, age, ethnicity and/or people with a work limitation?

Category	Number of references found
Gender	Men: Woman:
Ethnicity	Caucasian: Non-Western:
Age	Twenties: Thirties: Forties: Fifties: Sixties or older:
Visible work limitation	

Video's

<<<Check the webpages that are supplied, including the pages on testimonials. Only count the people that are portrayed or interviewed in the videos, not the people in the background.>>>

If the organisation uses videos of employees on their website is it a mix of gender, age, ethnicity and/or people with a work limitation?

Category	Number of references found
Gender	Men: Woman:
Ethnicity	Western: Non-Western:
Age	Twenties: Thirties: Forties: Fifties: Sixties or older:
Visible work limitation	

Appendix D:

Code	Cohen's Kappa
Definition	
Broad Definition	0.66
Narrow Definition	0.63
Surface Level Characteristics	0.71
Deep Level Characteristics	0.623
Reasons for diversity	
Costs	Two constants*)
Resource/Acquisition	0.63
Marketing	0.79
Creativity	0.62
Problem Solving	1.00
Flexibility	Two constants
Reputation	1.00
Reports	
Gender in management	0.66
Gender in total	0.70
Age 50>	0.79
Age 55>	0.71
Age 60>	1.00
Age 65>	Two constants
Ethnicity Non-Western	1.0
Ethnicity Western	Two constants
Ethnicity per country	0.62
Work limitation	1.0
Programs	
Council	1.0
Training	0.76
Supplier Diversity	1.0
Networking and mentoring	0.71
Cultural Awareness	One constant
Support for women	0.69
GLTB	0.63
Awards	1.0

Code	Cohen's Kappa
Vacancy Texts	
Affirmative Action	Two constants
Diversity management	1.0
Gender	1.0
Age	1.0
Ethnicity	1.0
Work limitation	1.0
Testimonials	
Men	0.87
Women	0.86
Non-Western background	0.41
Western background	0.63
Age 20	0.47
Age 30	0.25
Age 40	0.46
Age 50	.022
Age 60>	Two constants
Work limitation	Two constants
Visuals annual report	
Men	0.72
Women	0.86
Non-Western background	0.76
Western background	0.52
Age 20	0.79
Age 30	0.67
Age 40	0.30
Age 50	0.37
Age 60>	0.37
Age 50 and 60>	0.68
Work limitation	One constant

Videos	
Men	0.51
Women	0.74
Non-Western background	0.54
Western background	0.51
Age 20	0.2
Age 30	0.25
Age 40	0.23
Age 50	0.22
Age 60>	Two constants
Work limitation	Two constants
Visuals websites	
Men	0.68
Women	0.68
Non-Western background	0.63
Western background	0.38
Age 20	0.21
Age 30	0.18
Age 40	0.25
Age 50	0.13
Age 60>	0.58
Work limitation	Two constants

*) When the results show two constants (e.g. when there are no cues found in this category) you cannot calculate the Cohen's Kappa. However in all these cases the coders were in agreement that there were no cues to be found in this category.

Note: On the USB-stick handed in with this report you can find an overview of all the SPSS-input and results for the Cohen's Kappa analysis in the folder: Cohen's Kappa analysis

Appendix E: Results

On overview of the direct results from the filled out forms can be found in an Excel spreadsheet on the USB-stick, handed in with this report. The file is named Appendix E: Results

Appendix F: Additional tables with results

Table 8: Surface level vs deep level characteristics

	Multinationals	Governmental Institutions	Profit	Non-Profit
Surface level characteristics	9	0	5	5
Deep level characteristics	8	2	3	3

Table 9: Number of reasons per organisation

		Number of Reasons
Multinational	Royal Dutch Shell	2
	ING Group	5
	Aegon	6
	Royal Ahold	0
	Rabobank Group	1
	Royal Philips Electronics	1
	GasTerra	0
	SHV Holdings	2
	Heineken Holding	1
	Randstad Holding	1
Governmental Institution	Rijksoverheid	3
	Provincie Groningen	0
	Provincie Noord Holland	0
	Provincie Limburg	0
	Amsterdam (City of Amsterdam)	3
	Breda (City of Breda)	0
	Borne (City of Borne)	0
	Belastingdienst (tax office)	1
	Politie (police)	4
	Rijkswaterstaat	0
Profit organisation	Jumbo	0
	NS	3
	Rituals	0
	Eneco	4
	Wehkamp	0
	KPN	0
	Univé	0
	SBS	0
	Twijstra & Gudde	0
	Schiphol	0

Non-Profit organisation	University of Amsterdam	0
	HU	2
	Roc Brabant	0
	Scholengroep Carmel Hengelo	0
	Van Gogh museum	0
	Plan Nederland	0
	KWF	0
	Scapino Ballet	0
	NOS	0
	Toneelgroep Amsterdam	0

Table 10: Vacancy texts

	Multinationals*)	Governmental Institutions	Profit	Non-Profit
Affirmative action	0	0	0	0
Diversity management	2	1	0	0
Gender	2	2	0	1
Age	2	2	0	0
Ethnicity	2	1	0	0
Work limitation	2	0	0	0

*) The two multinationals that are mentioned in the various categories are always the same two.

Table 11: Use of employee testimonials

	Multinationals	Governmental Institutions	Profit	Non-Profit
Use of employee testimonials including videos	10	6	5	5
Use of employee testimonials excluding video's	5	5	4	4

Table 12: Gender in testimonials multinationals (excluding videos)

Multinational	Men		Women		Total
	Absolute	%	Absolute	%	absolute
Aegon	5	71.4	2	28.6	7
Royal Ahold	11	68.8	5	31.2	16
Rabobank Group	17	53.1	15	46.9	32
GasTerra	3	75	1	25	4
SHV Holdings	8	66.7	4	33.3	12

Table 13: Gender in testimonials Governmental Institutions (excluding video's)

Governmental Institution	Men		Women		Total
	Absolute	%	Absolute	%	absolute
Gemeente Borne	2	50	2	50	4
Gemeente Amsterdam	4	50	4	50	8
Belastingdienst	6	46.2	7	53.8	13
Rijksoverheid	93	61.6	58	38.4	151
Politie	9	60	6	40	15

Table 14: Gender in testimonials profit organisations (excluding video's)

Profit organisations	Men		Women		Total
	Absolute	%	Absolute	%	absolute
NS	51	56	40	44	91
Jumbo	15	62.5	9	37.5	24
Schiphol	7	50	7	50	14
Wehkamp	4	50	4	50	8

Table 15: Gender in testimonials non-profit (excluding video's)

Non-profit	Men		Women		Total
	Absolute	%	Absolute	%	absolute
KWF	1	14.3	6	85.7	7
Plan Nederland	4	50	4	50	8
HU	1	50	1	50	2
UvA	4	44.4	5	66.6	9

Table 16: Ethnicity in testimonials multinationals (excluding video's)

Multinational	Non-Western		Western		Total
	Absolute	%	Absolute	%	absolute
Aegon	2	28.6	5	71.4	7
Royal Ahold	2	12.5	14	87.5	16
Rabobank Group	2	6.3	30	93.7	32
GasTerra	0	0	4	100	4
SHV Holdings	3	25	9	75	12

Table 17: Ethnicity in testimonials Governmental Institutions (excluding video's)

Governmental Institution	Non-Western		Western		Total
	Absolute	%	Absolute	%	absolute
Gemeente Borne	1	25	3	75	4
Gemeente Amsterdam	3	37.5	5	62.5	8
Belastingdienst	0	0	13	100	13
Rijksoverheid	20	13.2	131	86.8	151
Politie	1	6.7	14	93.3	15

Table 18: Ethnicity in testimonials profit organisations (excluding video's)

Profit organisations	Non-Western		Western		Total
	Absolute	%	Absolute	%	absolute
NS	12	13.2	79	86.8	91
Jumbo	0	0	24	100	24
Schiphol	2	14.3	12	85.7	14
Wehkamp	0	0	8	100	8

Table 19: Ethnicity in testimonials non-profit (excluding video's)

Non-profit	Non-Western		Western		Total
	Absolute	%	Absolute	%	absolute
KWF	0	0	7	100	7
Plan Nederland	0	0	8	100	8
HU	0	0	2	100	2
UvA	0	0	9	100	9

Table 20: Gender in annual reports multinationals

Multinational	Men		Women		Total
	Absolute	%	Absolute	%	absolute
Royal Dutch Shell	1	50	1	50	2
ING Group	2	100	0	0	2
Aegon	14	70	6	30	20
Royal Ahold	36	56.3	28	43.7	64
Royal Philips Electronics	15	68.2	7	31.8	22
GasTerra	8	88.9	1	11.1	9
SHV Holdings	4	57.1	3	42.9	7
Heineken Holding	51	78.5	14	21.5	65
Randstad Holding	17	77.3	5	22.7	22

Table 21: Gender in Annual Reports Governmental Institutions

Governmental Institution	Men		Women		Total
	Absolute	%	Absolute	%	absolute
Rijkswaterstaat	9	90	1	10	10
Politie	23	76.7	7	23.3	30

Table 22: Gender in Annual Reports profit organisations

Profit organisations	Men		Women		Total
	Absolute	%	Absolute	%	absolute
NS	17	77.3	5	22.7	22
Eneco	11	78.6	3	21.4	14
KPN	23	79.3	6	20.7	29
Schiphol	12	66.7	6	33.3	18
Twijstra & Gudde	10	76.9	3	23.1	13

Table 23: Gender in Annual Reports non-profit

Non-profit	Men		Women		Total
	Absolute	%	Absolute	%	absolute
KWF	1	50	1	50	2
Plan Nederland	6	60	4	40	10
ROC West-Brabant	1	25	3	75	4
HU	16	57.1	12	42.9	28
UvA	22	61.1	14	38.9	36

Table 24: Ethnicity in annual reports multinationals

Multinational	Non-Western		Western		Total
	Absolute	%	Absolute	%	absolute
Royal Dutch Shell	2	100	0	0	2
ING Group	0	0	2	100	2
Aegon	1	5	19	95	20
Royal Ahold	5	7.8	59	92.2	64
Royal Philips Electronics	5	22.7	17	77.3	22
GasTerra	0	0	9	100	9
SHV Holdings	3	42.9	4	57.1	7
Heineken Holding	7	10.8	58	89.2	65
Randstad Holding	1	4.5	21	95.5	22

Table 25: Ethnicity in Annual Reports Governmental Institutions

Governmental Institution	Non-Western		Western		Total
	Absolute	%	Absolute	%	absolute
Rijkswaterstaat	0	0	10	100	10
Politie	2	6.7	28	93.3	30

Table 26: Ethnicity in Annual Reports profit organisations

Profit organisations	Non-Western		Western		Total
	Absolute	%	Absolute	%	absolute
NS	0	0	22	100	22
Eneco	0	0	14	100	14
KPN	0	0	29	100	29
Schiphol	0	0	18	100	18
Twijstra & Gudde	0	0	13	100	13

Table 27: Ethnicity in Annual Reports non-profit

Non-profit	Non-Western		Western		Total
	Absolute	%	Absolute	%	absolute
KWF	0	0	2	100	2
Plan Nederland	0	0	10	100	10
ROC West-Brabant	0	0	4	100	4
HU	0	0	28	100	28
UvA	1	2.8	35	97.2	36

Table 28: Age in annual reports multinationals

Multinational	20-30-40		50-60		Total
	Absolute	%	Absolute	%	absolute
Royal Dutch Shell	2	100	0	0	2
ING Group	0	0	2	100	2
Aegon	5	25	15	75	20
Royal Ahold	36	56.3	28	43.7	64
Royal Philips Electronics	13	59.1	9	40.9	22
GasTerra	1	11.1	8	88.9	9
SHV Holdings	3	42.9	4	57.1	7
Heineken Holding	19	29.2	46	70.8	65
Randstad Holding	7	31.8	15	68.2	22

Table 29: Age in Annual Reports Governmental Institutions

Governmental Institution	20-30-40		50-60		Total
	Absolute	%	Absolute	%	absolute
Rijkswaterstaat	3	30	7	70	10
Politie	6	20	24	80	30

Table 30: Age in Annual Reports profit organisations

Profit organisations	20-30-40		50-60		Total
	Absolute	%	Absolute	%	absolute
NS	7	31.8	15	68.2	22
Eneco	5	35.7	9	64.3	14
KPN	14	48.3	15	51.7	29
Schiphol	8	44.4	10	55.6	18
Twijstra & Gudde	3	23.1	10	76.9	13

Table 31: Age in Annual Reports non-profit

Non-profit	20-30-40		50-60		Total
	Absolute	%	Absolute	%	absolute
KWF	0	0	2	100	2
Plan Nederland	2	20	8	80	10
ROC West-Brabant	2	50	2	50	4
HU	7	25	21	75	28
UvA	17	47.2	19	52.8	36

Table 32: Gender visuals website multinationals

Multinational	Men		Women		Total
	Absolute	%	Absolute	%	absolute
Royal Dutch Shell	4	26.7	11	73.3	15
ING Group	12	75	4	25	16
Aegon	12	75	4	25	16
Royal Ahold	24	60	16	40	40
Rabobank Group	14	58.3	10	41.7	24
Royal Philips Electronics	20	60.6	13	39.4	33
GasTerra	11	78.6	3	21.4	14
SHV Holdings	15	93.7	1	6.3	16
Heineken Holding	22	57.9	16	42.1	38
Randstad Holding	7	50	7	50	14

Table 33: Gender visuals website Governmental Institutions

Governmental Institution	Men		Women		Total
	Absolute	%	Absolute	%	absolute
Rijksoverheid	8	57.1	6	42.9	14
Provincie Groningen (Province of Groningen)	6	75	2	25	8
Provincie Zuid Holland (Province of Zuid Holland)	5	71.4	2	28.6	7
Provincie Limburg (Province of Limburg)	8	50	8	50	16
Amsterdam (City of Amsterdam)	6	42.9	8	57.1	14
Breda (City of Breda)	33	70.2	14	29.8	47
Borne (City of Borne)	20	60.6	13	39.4	33
Belastingdienst (tax office)	27	58.7	19	41.3	46
Politie (police)	8	47.1	9	42.9	17
Rijkswaterstaat	13	65	7	35	20

Table 34: Gender visuals website profit organisation

Profit organisation	Men		Women		Total
	Absolute	%	Absolute	%	absolute
Jumbo	44	64.7	24	35.3	68
NS	32	60.4	21	39.6	53
Rituals	1	100	0	0	1
Eneco	15	48.4	16	51.6	31
Wehkamp	19	57.6	14	42.4	33
KPN	9	75	3	25	12
Univé	9	64.3	5	35.7	14
Twijstra & Gudde	135	58.4	96	41.6	231

Table 35: Gender visuals website non-profit organisation

Non-profit organisation	Men		Women		Total
	Absolute	%	Absolute	%	absolute
University of Amsterdam	29	45.3	35	54.7	64
HU	7	58.3	5	41,7	12
SG Carmel Hengelo	6	66.7	3	33.3	9
Van Gogh museum	6	54.5	5	45.5	11
Plan Nederland	3	60	2	40	5
Scapino Ballet	13	52	12	48	25
NOS	5	55.6	4	44.4	9
Toneelgroep Amsterdam	13	59.1	9	40.9	22

Table 36: Ethnicity visuals website multinationals

Multinational	Western		Non-Western		Total
	Absolute	%	Absolute	%	absolute
Royal Dutch Shell	10	66.7	5	33.3	15
ING Group	16	100	0	0	16
Aegon	13	81.3	3	18.7	16
Royal Ahold	35	87.5	5	12.5	40
Rabobank Group	20	83.3	4	16.7	24
Royal Philips Electronics	23	69.7	10	30.3	33
GasTerra	14	100	0	0	14
SHV Holdings	13	81.3	3	18.7	16
Heineken Holding	32	84.2	6	15.8	38
Randstad Holding	10	71.4	4	28.6	14

Communication about diversity in Dutch organisations

Table 37: Ethnicity visuals website Governmental Institutions

Governmental Institution	Western		Non-Western		Total
	Absolute	%	Absolute	%	absolute
Rijksoverheid	13	86.7	2	13.3	15
Provincie Groningen (Province of Groningen)	8	100	0	0	8
Provincie Zuid Holland (Province of Zuid Holland)	7	100	0	0	7
Provincie Limburg (Province of Limburg)	8	100	0	0	16
Amsterdam (City of Amsterdam)	8	57.1	6	42.9	14
Breda (City of Breda)	43	91,5	4	8.5	47
Borne (City of Borne)	32	97	1	3	33
Belastingdienst (tax office)	39	84.8	7	15.2	46
Politie (police)	16	94.1	1	5.9	17
Rijkswaterstaat	20	100	0	0	20

Table 38: Ethnicity visuals website profit organisation

Profit organisation	Western		Non-Western		Total absolute
	Absolute	%	Absolute	%	
Jumbo	66	97.1	2	2.9	68
NS	48	90.6	5	9.4	53
Rituals	1	100	0	0	1
Eneco	29	93.5	2	6.5	31
Wehkamp	33	100	0	0	33
KPN	11	91.7	1	8.3	12
Univé	12	85.7	2	14.3	14
Twijstra & Gudde	226	97.8	5	2.2	231

Table 39: Ethnicity visuals website non-profit organisation

Non-profit organisation	Western		Non-Western		Total absolute
	Absolute	%	Absolute	%	
University of Amsterdam	53	82.8	11		64
HU	12	100	0	0	12
SG Carmel Hengelo	9	100	0	0	9
Van Gogh museum	11	100	0	0	11
Plan Nederland	5	100	0	0	5
Scapino Ballet	24	96	1	4	25
NOS	8	88.9	1	11.1	9
Toneelgroep Amsterdam	21	95.5	1	4.5	22