

Transcript: Diversity Day inspiration session'22 | English

Welcome, herzlich willkommen and welcome to this Diversity Day inspiration session, on the occasion of the European Diversity Month 2022. This inspiration session is the first bilingual inspiration session and I; Hussein Adam Dia have the honour to host this session. This session will be recorded and can be found on our website with English and Dutch subtitles afterwards. Do you have a question during the presentation to one of our speakers? Post your question in the chat and we will make sure that after the presentation there will be plenty of time to discuss it. Last Monday was Europe Day and on the occasion of the conference on the future of Europe, French President Emmanuel Macron said, "the crises we have experienced together in recent years have changed Europe. We must continue this development and ensure that the union, the European Union, meets the desires and expectations of all citizens, regardless of their background." Every year in May, all European diversity charters organize events, to share lessons from those crises and developments with employers. What is the central question to that? What is the added value of diversity and inclusion in the workplace and how can we benefit from this added value? For example, Iceland is celebrating Diversity Day today and the Dutch embassy in Slovenia is organizing a diversity lunch on how people with an occupational disability can work well. What guides all European charters: the vision of social added value and added value in business of variation and difference. The charters work on realizing this vision, by gathering, producing and sharing knowledge. We as the Dutch charter diversity at the Social Economic Council, do this through our knowledge platform and celebrate Diversity Day every year. This year on October 4, 2022. On Diversity Day you are asked, the professionals and enthusiasts, to organize activities within the organization and to increase support for a more diverse and inclusive work environment. And also to determine, what is the added value for us? Sign up now for Diversity Day. The motto of this year's Diversity Day is: difference enriches. Difference enriches, because invisible and visible differences make us interesting, they make us unique, they ensure that we as individuals can contribute to the team. They also ensure that the entire organization in which we work will benefit from this contribution. Organizations that have put a lot of work into this are our partners, which you can see in the picture now. They make Diversity Day 2022 possible and therefore thanks to them. Today we are going to inspire you in the run-up to Diversity Day and address the question: how do we ensure that difference enriches us? I am asking this to our guests. Prof. Dr. Jutta Allmendinger, Managing Director of the Wissenschaftszentrum Berlin für Sozialforschung and Chair of the G7 Gender Equality Advisory Council. Jutta Allmendinger takes us through the degree of equality in the European labour market, in particular and Germany, the Netherlands and Iceland. She has set out the analysis in this book, among others, "Es geht nür gemeinsam", only together can we succeed. Anna de Haan, Learning and Development advisor at KPN, takes us through what the company is doing to ensure a soft landing after employee pregnancy. Zaire Krieger, poet and translator of Amanda Gorman's poem "The Hill we Climb" among others shares the spoken word with us today. Sander Oygur explains the impact the podcast "Your best self" has made at Randstad Group Netherlands. But we will start now with an extraordinary expert, Bouchra Talidi. Bouchra is an organizational consultant and has been able to gain a lot of experience with D&I in the public sector, among others as program manager diversity and inclusion at the Ministry of Social Affairs and Employment. She is going to show us the added value of an inclusive work culture based on the connection between psychosocial safety, diversity and team performance.

Good afternoon all. When I was eight years old, I was invited to a birthday party for the first time in my life. It was the birthday of Mariska, the most popular girl in the class. It was extra special for me, because I had never been invited to a party before and I had never had a birthday party myself. I knew the party was on a Saturday. Then that one Saturday afternoon said to my mother, I think it's time, I think I should go to the party now. My mother didn't really know how things worked with these parties and the traditions 38 years ago and we didn't celebrate ourselves. My mother said, go ahead. I was already walking towards the door and I said, "Mom, I think I should bring a present. My mom looked around and saw my pink bear, which I had been playing with for a while. Miss Wies. I had named her after my kindergarten teacher. My teacher, my dear teacher who I missed enormously since we moved. It was difficult for me, because it was my favorite bear, but on the other hand I thought, the one who's birthday it is deserves the best gift. I grabbed the bear and I thought, I think it should be new and you should wrap it, but on the other hand I was proud. I'm going for the nicest thing I had. I walked past all the houses, I crossed the busy street and rang the bell. One more time, one more time I sniffed Miss Wies. I smelled the spicy Tajine and couscous spices a little more on the bear. One more time I touched the hairs of my little bear and then I rang the bell. Mariska's mother opened the door and she escorted me to the garden, where the birthday party took place. Old-fashioned Dutch games, shuffleboard, bite-the-cake, sack races. I walked up to Mariska and gave her the little bear. She looked at it and said 'ew'. All the children started laughing at me. I looked at Mariska's mother, looking for help, or for her to say something. She didn't say anything. She walked towards the kitchen. I looked around and saw a chair, sat down and watched the kids play. I thought, I'll grab something nice from the table, but there was only one thing left and that was a sausage. I thought, that's probably not halal, so I left it there. I was somewhat happy, because finally, I was invited to a party. How nice that I could be there. I still wonder what Mariska's mother must have been thinking at that moment. Would she have seen where I was coming from? What kind of effort I made, all by myself? Would she have thought, what a poorly raised child, she can't even bring a decent gift for my daughter? Or did she see confirmation, about how she felt about Moroccans? Did she not see what I was already doing and where I was coming from? I think this is a super nice image, which very nicely depicts what privilege is. Some start at the bottom and others have a head start. We all want that and we grant it to everyone, including our children. But it is very important to look back once in a while, where do you come from? That feeling of exclusion, but also of inclusion, fascinates me. It drives me, it makes me work every day towards diversity and inclusiveness. I have been doing that for years, over 16 years. I have mentored more than 50 organizations on the topic of diversity and inclusion. I've been thinking, and what I see is that the seven organizations that I've counseled very intensively, I've seen seven findings in that. That seven has absolutely nothing to do with the seven check marks of, they are really my own findings, what I've seen myself. I still see that there is a lot of focus on intake and a lot less on inclusion. We keep inviting people to the party and not paying enough attention to the guests at the party. And no attention to the people you want to attract, new people, those people who are different, what do they need? There should be more attention to that. There is also no vision of what an inclusive work culture is. What is that? Yes, we have to be inclusive. What is that, what does that mean for your organization? Every organization is a little different, so you also need something different every time. Also, there is no picture of what already contributes to inclusion. When I walk into an organization, I first do the identification. What are you already doing that contributes to inclusion? You can do the same for your organization. Do we have confidants? Do we have a confidant? Do we ask inclusion questions in exit questions? Have we included them? Look at what do we already have that contributes and are we doing that well or do we need to improve? There is a war on unique talent going on. I see that people with a diverse background, from underrepresented groups, then you can talk about people from the Jobs Act with talent, or people with a bi-cultural background who are

really talented, then I am talking about really talented people, that they are hijacked away at different organizations. You see that especially now in this tight labor market. So it's very important to pay attention to that. What I'm actually saying is, make sure that the employees who are already there stay. Have real stay interviews, not just exit interviews afterwards. How do I retain you? What can I do to retain you? What do you need? The fifth thing I see is the additional barriers for ambitious women of colour. It just also strikes me how every time I join an organization, several women of Surinamese descent, Moroccan descent, Turkish descent, you name it, come up to me and say, I would really like to stay with this organization and I want to move up and I have so much ambition, but I run into so many barriers. I'm convinced that in addition to discrimination, racism, these women also have to deal with sexism. Because I don't hear this very often, but I do hear from women of color that they get a note pressed into their hand that says: six cappuccino, two coffee and one tea. What I also see is that people from underrepresented groups no longer want a seat on the table. No, they are making their own table. Their own unique table. You see that here. I think this is such a great example. This is Morgan in the middle and next to her, her father and mother. Her father saw that his daughter couldn't participate in anything. Not in playgrounds, not being able to participate with children and that she was always being left out. Her father then decided to sell his business and use that money, the money raised, 51 million to create a water park for people with disabilities. Morgan's Wonderland. What I love about that is that they have an eye for representation. You see superheroes, superheroes who happen to have disabilities. What I love even more, these new tables that are created, for example at Omroep Zwart, but also here at Morgan's Wonderland. They don't exclude anyone, everyone is welcome, because they know what it's like to be on the other side. So if you don't have a disability, you're just as welcome. That's true inclusion. Also, there is little focus on psychological safety. That's kind of crazy, because studies show, and also the most recent Harvard study by Amy Edmondson, that various teams where there is no psychological safety perform worse and various teams with a lot of psychological safety actually perform super well. Surely, it's one of the most important things you should deploy. And if you have to deploy that, what do you have to focus on? Psychological safety. These are the 3 tips given from this study as well. Frame the work differently. You are learning together, working out loud. You are allowed to make mistakes to find the right solutions. Frame the work differently in the sense of, we are diverse because then we become even better. Ask good questions, actively listen to each other. That is so important. Ask open questions, but also ask questions like: how can I help you, how can we solve this together? Instead of how are you going to solve this? Also very important is, learn each other. Get to know each other on such a level that you know how someone functions on a work level. Ask each other questions such as, what are your talents? What are you afraid of to make this assignment successful? Get to know each other well as human beings, not necessarily on a private level, but show that piece of vulnerability in which the other gets to know you so that together you can find the best solution. These three things are key to get that psychological safety and thus make those diverse teams the best teams. Back to the party. I wonder, what would you do if you were Mariska's mother? A child comes in, eight years old, with a used bear in her hand, it looks a little tawdry. Do you speak to your child? Do you do anything to reassure the eight-year-old child? Do you ask her the question of, why are you late? What do you do? Do you intervene? I hope you say you intervene. I really hope you say you're taking action. My example is of a child in the past, a child of 8 years old. 38 years ago. But this is still happening now, right now and not just with children. We adults do this in organizations. We exclude. Consciously and unconsciously. What I had wanted then was to be well received. That I was welcomed, that I was shown around. That Mariska's mother had asked me: "Why are you late? And that I could explain that it was not unwillingness, but that I did not know any better at that moment. Then she would understand me and hopefully not have a prejudice. That she intervened when I was laughed at. And that she tried to show appreciation for that little bear, for Miss Wies. Because she

meant so much to me. And that she would explain to children what privilege is. And that she would take me to one of the games, to the shuffleboard and introduce me to the others. And not just sausages on the table, but a slice of cheese. These are all metaphors you can use in the workplace as well. Include new people. Look at people who feel excluded and what they need. Go the extra mile. I want to show you a video. I came across it yesterday and I immediately thought, I want to use that. Here it comes.

Video: I also get bullied for my hair. I'm not allowed to participate. Because I have frizzy hair. And then they say 'haha, you have frizzy hair, you can't participate', that's not nice. Why do they tease you with that? Because I have ugly frizzy hair and all the other kids just have 'normal' hair, just straight hair and I don't. You have really nice frizzy hair, don't you? Yes, my mother believes so too. I had a time when I didn't want to go to school anymore and I never wanted my hair down. You didn't want to go to school because of your hair? Yes. They also said to me that I look like a boy when I have my hair down. That wasn't nice either, so I just left that as it was too. When you grow up, do you think people will still act like that towards you?

This is what I want to say to people from underrepresented groups, my own self when I was a kid. This is for all the people with fluffy hair, rainbow fluffy hair, red fluffy hair, you name it. Listen to this girl's tip.

Video: I actually wouldn't know, because I would have self-confidence, I guess. More self-confidence than I have now and then I actually wouldn't know, because now not necessarily everyone is afraid of me, but they're just sweet again. So as long as you have enough self-confidence, it won't come to me anymore. No, it won't come back to me.

I like that so much, enough self-confidence. I hope she gets that self-confidence very quickly. For everyone in underrepresented groups. And we all are in different ways. It's like Emerson says, it's super smart and brave that in a world where you have to constantly adapt and can't be yourself, that you still manage to do it. I also want to say something about my motivation and that is the quote from Oprah Winfrey: "You got to be in the driver's seat of your own life, because if you don't, life will drive you". Take the reins, I did. I didn't get anywhere in paid employment and then I decided to start for myself. Then I got wings and now I can help people even further during my mission to achieve inclusiveness. That just broadly. But anyway. How do you get such an inclusive work culture? How do you do that? Just practically. What you could do, of course, is work on the accessibility of your building, the ICT, you name it, use simple language, include inclusion questions in your employee survey, have stay-conversations, I just mentioned it. Do an inclusion scan among your employees. But make it smaller. Use your weekly team meeting to discuss the following three questions: 1) an inclusive work environment means to me ... 2) an inclusive work environment could be recognized by ..., and 3) for an inclusive work environment I need Do you want an inclusive work environment, do you want to be inclusive as an organization? Then it starts with having a conversation with each other. Having the good conversation with each other. I really hope you grab these three questions and start having the conversation with your direct colleagues. Because that's where it starts together. Not in theory or science. Thank you so much. Thank you so much Bouchra. That was a very moving story. I had a feeling that it emotionally affected you a little bit as well. Those things you said about that unwanted behavior you experienced, a lot of companies say that to us too. What can you do about it? Also about implicit forms of undesirable behavior. Micro-aggression, how it is called often. Thank you very much for this open story, going back to your past as well. I think for many viewers, myself included, it was recognizable and I think it made the point concerning your main topic: the added value of an inclusive culture. Whether it's private, but especially in the workplace. I'd like to share with you a question from Lisa Top. Right now, of course, it's a very hot

topic, working from home and not working from home. You said at the beginning, you've mentored fifty organizations already. You were also in payroll yourself, perhaps also on that topic of diversity and inclusion. I think at the ministry I mentioned at the beginning. Lisa wants to know, what are the effects of the hybrid work situation, working more from home in this case, on an inclusive work culture. It turns out that people from underrepresented groups, or if you don't feel inclusive within the organization, they're not eager at all to go back to the office as usual, they'd much rather work at home and go to the office once in a while when they need to. What I also see is that people with a handicap, who are in a wheelchair for example, don't have to take the train all the way to the office every time. It's an extra barrier and they are much more comfortable when they can work from home. You have to hold on to that. You have to keep an eye on that. If you do like being in the office all the time, then you have to be able to do that too. That's inclusiveness. Truly listening to what you need and at the same time looking at whether we can still do our work well. If not, what is the solution? So actually also customization for your employee, taking care of that. What do you give organizations to prevent employees from, for example, losing the connection with their team or with colleagues? What do you give organizations? You heard that a lot during corona. I also saw it happen. For example, people who are new, how do you go about landing them? I experienced this myself during an assignment I did a few years ago during corona. How do I make sure that I get an inclusive organization, without being completely included myself? You have to invest more in that bonding. Fortunately there are many ways you can do that, interactively. I work with two colleagues, I am naming them spontaneously, but they have come up with really good methods for talking to people interactively and with feeling. Actively look for ways in which you can get in touch, also digitally, and plan those little POs more often. Those personal bilas. They can also be a quarter of an hour, as long as you stay in contact. Buddies for example. Yes. What you also need to focus on especially, is when you don't hear from someone for a very long time. Not just the one who makes themselves heard all the time, but who do I not hear from anymore and why? Right. Ultimately after the inflow, also take care of retention, flow and inclusion. Thank you so much Bouchra and again, I want to emphasize, thank you for the openness to the emotional presentation. That's always important, to also show the pain to be able to create urgency with employers. Thank you very much. Thank you.

We will now move on to our next guest. He has been with Randstad Group Netherlands for more than eleven years, as a contract manager but also as a D&I consultant. He is an occupational and organizational psychologist and he knows six languages including Turkish. I want to give him a very warm welcome once again, Sander Oygur. We can see you already Sander. Super. The floor is yours. Thanks. Good afternoon all, Hussein indeed already introduced me. My name is Sander Oygur, I've been with the Randstad Group for 11 years and last year I was involved in the organization of Diversity Day. That is the reason why I am here today, to take you through how we have organized it from the Randstad Group. Before I get started with that, I want to share something from my own story, which ultimately also helped to set up the podcast series. Because myself, as a child of political refugees and raised in beautiful Twente, I always wondered, where do I actually belong? Is that in the country where my parents were born and were no longer safe or the country where I was born and my parents have built a new life. From home I was always told, Sander, you have to prove yourself twice as hard. Get the most out of your studies and be grateful for every opportunity you get in the job market. The older I got, the better I understood that my parents gave me this from their own experience. But to this day I also wonder, has this really prejudiced me? Did I as a Dutchman with a non-Western background indeed have to prove myself and should I be grateful for the opportunities that I got, for example on the labor market or do I bring certain qualities with me and do I bring something to an organization? These have actually always been questions, which I never felt comfortable to discuss. Finally, early last year, I decided to post a very personal message on the

Randstad Group internet page and see if I was the only one or if there are several people who have the same problem. It doesn't even have to be the same storyline. I received so many responses that made me think, we need to do something with this and how can we ensure that the stories of the people will actually be heard in the end? We started working with a group early last year to see how we want to make Diversity Day [...] and the lessons we learned from it. I'd like to take you through that briefly. Because ultimately our approach was to see how we can organize this together. Because based on the feedback we had received the year before, I'll briefly talk about that, then we had a radio program set up where a number of celebrities came to our headquarters and talked a bit about their personal experience in the field of D&I or what they have experienced in their lives. Only because it took place during working hours, you could see that the reach was unfortunately quite limited. People could decide for themselves when they would call in to listen to the radio program, but you notice that they eventually went on with their regular work and we were unable to get the most out of it. We really wanted to organize this differently in 2021. Eventually we came up with the idea of making a podcast and we received help from the external organization Airborne, which supported us in looking at the issue: okay, we want to make a podcast, how are we going to do that and how do we want to do it? I think that many organizations will recognize this, that when Diversity Day takes place, a member of the board will always stand up to tell how important Diversity Day is and that you as an organization are committed to it. Sure, that's always good to mention, but ultimately we from the Randstad Group were looking for the real stories. For example, colleagues who have gone through certain experiences. Whether it's personal or business, and actually wanted to share them with us, and that's where we started the search to see if colleagues were at all willing to share their stories with the internal group and if they felt safe to do so. That was really a challenge to look at, are we going to find enough people? Eventually we succeeded, but that also says something about how difficult the subject still is in 2022. At the time we looked at it, we want to achieve the best possible outreach. How are we going to do that? A podcast is of course a very good tool for this, because people can plan their own time and space to listen to such a podcast. In order to emphasize the importance of D&I and with Diversity Day we indicated that we want to launch the podcast on Diversity Day, but in the end, how can you make sure that it is not specifically on a day like that, but that it can also continue. We asked Airborne for advice and they also indicated that it would be nice if you could set up a podcast series. That it doesn't stop with one episode, but that you link several episodes to it and actually keep D&I on the agenda as a theme throughout the year. We were very inspired by is how we ended up working. The main message that we ultimately wanted to link to the podcast series is, be your best self. That's also linked in our principle agreement and our collective agreement. That has always been our own main theme in the two episodes that we've launched now and the upcoming ones. If I understood correctly, the link of the podcast will be shared with you soon and I would really advise you to go and listen to such a podcast. Because it was so successful internally, we finally decided to share the stories externally as well, to inspire other people, other organizations with how we approached this. For example... In the first episode, my colleague Sofie Anne spoke and the theme we linked to that was, how vulnerable should you be at work? Because if you look now, whether it's the Randstad Group or any other organization, if you look at the importance of vulnerability and your own input on the topic of diversity, you see that organizations in diversity policy still do very little to own that vulnerability but also actively encourage it. Sofie Anne's story follows on from this. She has a lower leg prosthesis and shares her story from an early age. What did Sofie Anne run into during her childhood as she was dealing with a lower leg prosthesis and how did she evolve in that as the years went by, based on conversations and increasingly owning her lower leg prosthesis even better. What we've come up with is to connect scientific researchers to the personal stories of the colleagues. So when Sofie Anne tells a piece of her story and so, for example, her podcast has a professor from the Free University of Amsterdam

attached to it. She then gives a reflection on why we have certain behaviors, why we make certain choices and what effect it has for the future. The second podcast we launched is about unravelling your identity. My colleague Gulhan talks about this. Gulhan is a colleague who has Turkish roots and she talks about her background and what effect that had on her and her career. That's really nice, that we at the Randstad Group have allowed ourselves to be vulnerable so that we can share these stories with the outside world. They are not just success stories. I think it's exactly by telling these stories and giving colleagues the space and freedom to talk about them with each other has worked very successfully. Very interesting, Sander. I can imagine that it's very difficult here also for the colleagues to share these personal stories openly. I mean Randstad Group is also a parent company. You work for Tempo-Team. Do you also know what impact this podcast has made on the whole company, on the top of the company? Because vulnerability, being open about that can also be a risk as an employee. Absolutely. That's a very valid question. Indeed, you can see that this has really stirred things up. That was the call from the management, to be free and do it how you want, which you think will work out well. Looking to the future, now with the organization of Diversity Day 2022, in which we will once again play a role, you see that this is now really an agenda item. You often see with D&I, that it sometimes depends on the person, but how can you ensure that it is in the DNA of your organization and it is not always easy to have the conversations about it. You can see that with the task force that we have reorganized, and that in all kinds of different parts, we have also linked chairpersons to it and within the organization they actually can't get away with it anymore. Indeed, with the vulnerable discussions, it is sometimes necessary to learn from them and become stronger as an organization. Do you also notice that colleagues, those people in the podcast, also support and carry the message further? Ultimately, of course, you want to increase support for diversity and inclusion in the workplace. What developments do you notice in that? You can also imagine, when we asked the colleagues to do this, even those who had signed up, that there was a fear, that they would get a stamp on their forehead and everyone would only know them from that podcast. There was also a bit of vulnerability in that, how is that going to work? I think that's also true on a business level, or on a personal level, I think it's true everywhere, that when it comes to D&I, people are often cautious in what they say, afraid to make mistakes or to name certain things that could come across wrong to the other person. These were the experiences of the colleagues who contributed to the podcast. They say, people just approach me now. They also have the courage to ask me, I see something. That makes it very beautiful. You guys then automatically work with role models as well, do you have one more key takeaway for our viewers to spread diversity and inclusion broadly in the company for example with such a podcast? I didn't quite understand your question Hussein. Do you have another message for, say, companies that want to broadly express diversity and inclusion as you did with that podcast, to include as many employees as possible? I believe that a podcast is really a very nice tool. Especially because we're dealing with hybrid work now. That not everyone is working in the office or working from home. This is the perfect tool. In that we see the effect with how many people it has reached, because it's not tied to a certain time of day, where they're then forced to go do something with that. But because you create a certain freedom and we have launched it really big, so by sending out a trigger a long time in advance saying, watch out, something big is coming and then continuously sending the reminder saying, it's almost here. Colleagues were like, what's going to happen, what are they going to do and of course that already helps. Because if people want to go for a walk, they can go and listen to that. My advice to other organizations would be, try this out. And eventually not only focus on the visible differences that we have, but something like psychological vulnerability is definitive and an invisible difference, and you can also work on the resistance with people who sometimes may have the idea, is it really about me? So again, many thanks for sharing 'your best self' at Randstad Netherlands.

Our next guest is with us in The Hague. She is a poet, a journalist, a graduate in international law, and she also already addressed King Willem Alexander on international activism. But today she is with us. Please welcome Zaïre Krieger. Thank you so much. How nice that you know that. I'm going to do a piece and I'm aware that I can't see all of you. The piece is a little bit interactive, so if you're sitting at home or sitting at work, wherever you are, listen in and participate and then we're going to see together where this goes. Here we go. You wouldn't know it by looking at me. My womanhood was not a journey of connection, not a [...] or sisterhood. Womanhood came over me, as covering my stories, as headgear of erasure. Despite what has been pointed out to you apart from what you have been taught, I will give you in your own hands what has never been archived. At seven years old I was in the playground and I was never actually outside. Inside too many books ready to devour, I wanted to soak up all the information on earth like a sponge and amass it as ammunition. But only blanks were my knowledge in the open air, for here the soccer and the climbing frame had been kissed to rulership. And when I rattled through stories again like a semi-automatic a girl at the rack said, you talk so much, can't you shut up? It is giving me a headache. So of course she didn't appreciate it when I said that headaches were not from screaming loudly, but from muscle tension in the forehead and neck and that I had read that in the reading rack. When she asked me why I was such a know-it-all, why I spoke like those white kids and something in me broke and better could not have known than the subject designated for me. When the men of the kingdom of the Ashanti's did not dare to defend their country, there was one woman who could empty their fear. Not by force or by insult but by her speech. Yaa Asantewaa was an Ashanti warrior who banished the British settlers. By her speech that revived troops, who themselves spoke life into African troops the rattling tongue that was blamed on me in the schoolyard. By surrounding them not with bullets, but with words. Would I have been gagged if I had known that? Now comes the first question, if you dare, put your camera on if you dare. Oh, you can't. Small survey at home, who among you knows Joan of Arc? How many of you know Yaa Asantewaa? No hands? No. Any yeses? At the age of twelve I was looking for a high school. The young woman now moved as an illiterate, for no book could save me when the teachers gave me vmbo advice. As a precaution, not based on my report card. This is not a value judgment of identities, I'm just saying that diversities of learning paths are not afforded to everyone. The taste pre-drunk already scaled down, the value pre-considered already dropped. That some circles are gated communities and that your toll before you are born is already paid. Yet here I stand with a grammar school diploma. Harriette Verwey was born in Suriname in 1951. The first female cardiologist in the Netherlands. Alice Ball, developer of the first successful drug for leprosy. Dr. Shirley Ann Jackson, who through her many inventions, including number recognition, was the first to ever receive a National Medal of Science. All black female names. A name is just a name too, and in last names only tutelage lurks. Had I felt more at home in grammar school, less at the back of the line among all those double surnames if I knew about the names behind me. Just to re-frame, another question. How many of you know Marie Curie? Who among you knows Harriette Verwey? At 15 years old I am ready for the final introduction, to the female way of life. No menstruation, no sex, the true initiation ritual for a black woman. A relaxer, and chemical straightener for those who don't know what that is. Perched on a plastic folding chair in the shower, the chemical slipped past my ears. The very word relaxer implies that something needs to be tamed, that something is too wild for display. Relax, act normal for a while, act casual. All these years, my erasure happened through others. A girl in the schoolyard or a teacher who knocked me over, but now it had nestled in me so much that I was happy to do it voluntarily. At last I belonged. Queen Makeba of Sheba, the African was dark, yet beautiful. In true Biblical poetry, Solomon sang her the highest song. He wrote that her hair was so wavy that many kings were entangled in it. And God knows how many combs got caught in my hair. Would I have let myself extinguish my flames, demolish my billowing seas if I knew she had been baptized in beauty in the eyes of kings? Again, who knows Cleopatra? Who knows Queen

Makeba of Sheba? All my young life my only aspiration was to become a part of a canon, accepted and exalted, heard and seen, not as an object to form but as a person. Each wave of my curl followed like the sea voyages of Jan Pieterszoon Coen. All my actions were out of my hunger for acceptance. I let others make me smaller. Fitted into other people's cubicles. Silenced, converted and underestimated. I couldn't make it rhyme either. Two years ago I grabbed the clippers and surrendered to the age-old paradox. I lose to get, I kill to live, I win by failing. A bald woman's head takes up less mass, but still takes up so much space. It is too big for ideals of beauty and too much for patriarchal authority. And sometimes I think, if more hands had gone up here for my allies, would there have been fewer hands left in my life to construct me? And I'm not going to give you a final survey, lectures, readings, or orders, because I'm at the point where I don't care about your hands anymore. Thank you very much. Very nice. Many thanks Zaire, for this beautiful spoken word. Again, I think a lot of recognizable things for our viewers. Diversities of learning paths are not afforded to everyone. That is indeed the case. The motto of Diversity Day, of course, is difference enriches. You told about the path through gymnasium, higher education. I already mentioned, you studied international law. That may not have been entirely awarded to you from the beginning either. What also resonated a little bit was sometimes the fact that you have to adapt somewhere. I think a lot of people struggle with just being themselves, keeping their difference that can enrich others again to the will of adaptation. Do you have a tip for people? Or what have you done to get out of this struggle? I think poetry saved me on that aspect, because in poetry you can actually say anything. If you make things rhyme, people accept things much easier I found out. I think I do a lot of little things about my appearance or in my speech when I have interactions with people that force me to be myself. My blue hair is very nice, but it's actually a kind of armor. It forces me to be myself in a space and to still choose not to adapt not to code-switch. So I do little things about myself, knowing that that might not appeal to other people. But then how do you still manage to get the connection with the environment, which sometimes might feel, you mentioned those people with the double last names, to still have the connection to the other people? It may sound very crazy, but connection is not always my goal. Sometimes I don't connect and that's okay. I think I'm always being myself and not making assumptions about other people and interacting with them and if I connect then that's very nice and if I don't, so be it. It just doesn't always work out. That's okay too, I think. You also dare to be yourself. Maybe that helps you sometimes, to see what makes others unique. Yes, it does. I always try to enter an interaction with as few assumptions as possible, because you don't know what kind of life people have behind them. Some people, at first glance, you wouldn't think they've been through so much, so I try to make as few assumptions about that as possible. No assumptions or presumptions but trying to see the person for who they are. Thank you so much. Thanks also for sharing this spoken word with us. They were literally inspiring words. We also saw in the chat, pleasant words, beautiful words. Thank you for speaking to us today.

I mentioned it at the beginning, a bilingual inspiration session. Now we are doing a language switch to English. Welcoming our next guest, it is a great, also personal honour for me. She is joining us from Berlin, Germany, the capital of the Federal Republic of Germany. Her name is, like I said before, Jutta Allmendinger. She is professor of educational sociology and labour market research at the Humboldt University Berlin. She is also the author of this very eye-opening book. You can see it on the screen. 'Only together can we succeed'. Jutta said in 2020, and I quote "if women want to make their way in academia, they have to sit down with men and smoke cigars". Somehow, I did that myself and became a sort of man. Jutta, how can we overcome these times. I think we will hear about it of you now. Thank you very much for this really nice introduction. And it's true I have smoked many many cigars with many men, not with the pope whom I had the pleasure to visit last month because I'm also now a member of the Pontifical Academy which is quite something. Doing what men do

sometimes opens doors and we as women should probably switch it around. It is my very honour to tell you a little bit about gender relations in Germany, about the situation of women and men in Germany and I will do so in six steps. And hopefully I can do it in one quarter of an hour. First, there is one very famous sociologist and his name is Gøsta Esping-Andersen. He wrote his book back in 1990 sometime, he has been a teacher of mine in Harvard. 'The Three Worlds of Welfare Capitalism'. He ordered European countries and of course the States, whether they belong to a liberal welfare state or a conservative welfare state or a social welfare state. Germany has been considered a conservative welfare state. Why? Because he found looking at many empirical data and of course looking at the law that the family has to take care of primarily raising the kids, educating the kids, taking care for the elderly, but also of course making money for the entire household. This is quite different from the United States where you had a lot of infrastructure for children provided by the market or Scandinavian countries where social-democratic, social policy-types where this is provided by the state. But in Germany since 150 years, it dates back to Bismarck, it is primarily the family who is considered to do this. If you ask the question: how can the family handle this? A very [...] division of labour is probably the easiest thing to do. There is one person who entirely takes care of making money, not only for himself. Those people are primarily men and still are. There is this other person who does everything else. Raising the kids, taking care for the elderly, doing the washing, doing the household, cooking, and so on. This was even the model of my grandparents and my parents. This clear division. I remember well that my father said, now I am where I should be so that I can really provide for this household with his wife and sweet children. And my mother immediately stopped her studies, which was probably not the best idea but I come back to this later. Thinking, and this is my second point already, thinking about such models which seems to be factually very sort of closed and good and this of course means that the husband shares their own money equally among all household members. So there is sharing of money. And that of course, whatever she is doing is shared as well. She shares the clean laundry, cooked meals, she shares whatever she is doing for the children and the elderly people. I know that whatever women share is really sharing, so men really profit of everything a woman does. But our empirical studies say that the money is not indeed equally shared among all household members. The husband has much more freedom to do things of his own or taking more out of his pocket than the woman does. He has more power to decide, while the woman is much more organised in the money. So we are looking at the bank account. This is still the situation which we have right now. It is quite amazing that in the year of 2021, we, in a way, still have this Social Security model. It has two solid pillars. [...] First of all, by our visions of what a good woman is doing and what a good father is doing. So gender norms, gender rules, all that. This is what I consider is cultural, normatively given cultural assumptions. You have to have some courage to deviate from those societal cultural assumptions. The second one is of course the structural pillar. So that structural environment in which men and women and family live. Now looking at those cultural assumptions.

The first one immediately comes to your mind, to all of your minds. It is the raven mother, it is the Rabenmutter. This is the impression that we only have in Germany and it is very very stupid, because the ravens, they do all their very very best to get their kids as soon as possible independent. In Germany it means just the other way around. It means Rabenmutter is this person who is bad because she behaves like a person who is not taking responsibility. And raven are really taking responsibility in terms of raising the kids as such as they achieve independence. This having said. If you look at European data and study gender values, gender norms, you see that in Germany there is still a very high number of men, but also women who say that it's the mother that belongs to the kids or the other way around, that it is the kid that belongs to the mother. Those gender norms became even more traditional during the last two years, due to the pandemic, and this is why I consider this

is a period of retraditionalisation as I called it in my book. Besides this, that we have sort of a backlash in gender norms, we at the WZB ran lots of experiments where we look, who is getting invitations for jobs. We are sending out applications to many firms, organisations around Germany and the [...] of two people is exactly the same. Both are women, one woman interrupted for 10 months after she gave birth and the other woman only for two months after she gave birth. The first woman behaves very traditional, this is what we assume for women, that they interrupt for a long time. And the other one is against gender norms, because she went back as soon as possible in a way to the labour market. Given those that applied, they were then waiting for invitations, that we were counting whether this woman is in an interruption of ten months, which is quite certainly bad for her career and we will talk about this later. We all know that long interruptions are probably not the best idea if you want to get in a leading position. Whether these women get more invitations than those women that interrupted only for two months receive more invitations, because they show that they are really into making a career, that they are getting forward with a lot of spirit and temperaments. What we saw empirically, and we conducted this study repeatedly starting three years ago, the last one we did last year, is that women in Germany, mothers in Germany are getting significantly more invitations when they stay out of the labour market for 10 months. This is really a no-win situation, because as a mother, if you really want to come by and achieve a career, you should probably not interrupt so long, this is good for the money you're going to make in your lifetime, for pensions and so on. But if you would like to lead such a life, then you have a harder time in the labour force, because our employers really [...] to traditional female roles and when we asked those representatives and they said: this woman who interrupted for only two months, we really don't know whether she fits into this team, probably she is overambitious, overly motivated, has her arms up and fighting against all others. This is really what I mean, these cultural stereotypes. Probably a study which I read yesterday fits to those cultural differences very nicely. This is about soccer games. We showed a couple of sports plays of two female soccer teams and they had to evaluate whether they are playing soccer properly and good, or how they evaluate the quality of this game. They evaluated it very poorly. Then we showed the randomly selected control group the same soccer game, but it was quite invisible whether those were women or men playing soccer, because we only had those little dots play against each other, so you couldn't see gender. When they were asked to rate the quality of the game, it was so much better. They were really quite excited about how good this play has been and this also shows the devaluation of women, which is not linked to being a mother or not, but of course how women and their qualities are seen. It is not only shown in the labour market in terms of careers in organisations or academia, but also in sports. Those are the cultural assumptions with which women and mothers in Germany still live with. My next point, most certainly, structural careers we have. Looking back to this conservative social policy model, Gøsta Esping-Andersen called it. This was very coherent. We had a tax-system and this tax-system was very very favourable for women if they did not work, because you added the income of both partners and then you divide it by two and of course, the taxes which you had to pay extremely diminished by doing so. This is tax splitting. You had three security system, so you didn't have to pay for unemployment, house insurance. This is all done by the men and it was more or less free. Then jobs were offered without being socially protected, when you only work ten hours a week. The wider the gap between labour force participation of men and women, the better it was in a way for your well-being. Because you could have the free time to take care of kids, given the low infrastructure for children. And you had huge tax incentives. You also, this is our life until ten years ago, you also had a quite secure life in case of a divorce or an early death of your husband. My mother, when my father died very early in his life, she was sort of protected. Because he died too early, the protection was not really high, because the longer you are married, the higher is the protection and this is how our pension system works. She had to decide to go back and doing university studies for a 45-years old

woman is not the easiest thing to do in the very age-guided German society. This very homogeneous system where all parts really were nicely put together, changed ten years ago. In case of a divorce, you as a woman are clearly supposed to stand on your own legs. So you have to be independent. For the first three years will get support of your former husband, such as for the children but also for yourself. But after three years you should be back in the job and have done it. This clearly is a direction of family policy which goes in two quite different directions and gives the incentives, which are not in agreement. They are completely going in the wrong way and therefore we have all those gender gaps, we have a gender pay gap, a gender care gap. They are huge. I know that my time is out, so I will be very brief on that. In the gender gap, this is one thing which I highly criticise, because it's calculated on one hour and the difference in hourly wages. This is trivial if you compare it with the gender income gap over an entire life. When you compare women with two children born in 1985 to fathers with two children born in 1985, the difference is at €1 million. So gender pay gaps per hour is awful, no question about this. But counting it over a lifetime is detrimental and then of course you see this in gender differences, in pensions, in gender differences, in care. What we have seen during the pandemic shows this more dramatically than before. What needs to be done: the first is that we have to have a public discourse on how to close these gaps. There are two possibilities. One is that women getting more and more transformed to men. That they are taking on male labour market trajectory's, working 45 years full time. Then the gender pay gap would be closed. Both in terms of hours and of life income. The other one is men move more to the direction of women and that we move towards a four-day week or something like this with a 32 hours a week, something like this. This debate is missing in Germany and the new coalition contract, our new coalition right now is rather preserving this [...] and giving incentives in both directions, rather than formulating clearcut homogenous family policy, which we need. It is women who are suffering from this. Not men. Thank you very much. Thanks to you, Jutta, for sharing these interesting insights. Especially that if women like you said, want to get back quickly to their career path and don't pause their career time for a long time, that employers obviously still are biased in the sense that they do not see a woman who wants to get back quickly to the workplace into her team, but see rather the elbow effect, in the sense of, this woman is overambitious. This is also sometimes I think what people for example with a migration background see on the labour market. When we met have to prepare this presentation, you also pointed out that we can learn some things from Iceland. Could you maybe just briefly tell us what can we learn from Iceland? Iceland is wonderful. I mean this is our paradise if you want to put it like this, because they have gender parity in the governmental system. We have no other government where so many women are there. They also have a very narrow gender gap in higher positions, or leading positions in Iceland. They have an ever-closing gender care gap. This is indeed what I meant with my book. If you really take the tasks on sharing unpaid work and paid work equally among fathers and mothers, that this is a goal past to go. And Iceland implicated that. A golden path to close the gender care gap finally. To put it differently, to [...] gender inequality. Because you said gender parity, also in the Netherlands we have now Gender Equality Act, that obligates companies to have at least 30% of women in executive boards and supervisory boards. Is it in your eyes the good way in the Netherlands? Or what is more needed for example by companies, but also public institutions to foster gender parity as a whole, not only in the in the top level, but also in the whole company? If we look at surveys asking men what they intend to do with their lives, they always tell us: 'we do not want to be like our fathers. We want to see how our children grow up. We want to share our paid work and the unpaid care work together equally.' If you follow those families overtime, within five years you see that men increase their labour force participation and women decrease it considerably. Organisations can do much. I mean they can install shared leadership for example, where both are working 70 or 75 percent of their time. They can incentivise men to go into parttime blocks. I do this very successfully here. Or to take out more months for raising the children.

So more children's months as we call it. So this enabling and not telling men, well if you show too many emotions for your children you are not a real man and you are out of our career ladder. This is what still many organisations are doing, and the same applies obviously for women. Telling them what they need to do and what would be good in terms of career guidance. This would be helpful if we do our huge organisational study. Then we see that organisations from the very beginning think about a replacement for women once they are becoming mothers, but they never think about a replacement for men. This is a structural barrier which is faced. Indeed. This is also what we gather in our expert report about gender parity at the workplace, which our listeners can find on our knowledge platform, kennisplatform. It is very worthwhile to read it. I studied it and I learnt a lot. Thank you for this. Thanks to you Jutta for giving us a European perspective on an inclusive labour market. Thanks a lot and greetings to Berlin. See you next time. I do this with pleasure! Thank you very much. Sorry for not speaking Dutch. Bye bye. Thanks.

Our last, I'll go back to Dutch, our last but certainly not least interesting contribution today is, as mentioned earlier, Anna de Haan. Anna has worked for more than 10 years in positions at KPN where the development of employees is central. For six years she has been advising company-wide on training and development. She's going to present the KPN course today, 'Feeling good about getting back to work' and that is actually in line with the story we just heard from Jutta about the career interruptions that women can experience due to pregnancy. The floor is yours, Anna. Thank you. My name is Anna de Haan. I'm a learning & development consultant at KPN, responsible for learning and development within our organization. I don't do this alone, of course. I work a lot on several projects together with our diversity and inclusion manager Ronald Nieuwenhuis. Unfortunately he couldn't be here today. I'm also going to find out if I can share my presentation. I want to share this presentation with you for inspiration, because we think it's a very important topic to put on the agenda. We developed the online course "Soft Landing" last year in collaboration with Mom Inc. for all women returning of maternity leave. So we hope that this really helps, so that they can also return to work feeling good about themselves. So why do we think this is important as an employer to give attention to this issue? As an employer, we understand that the transition from maternity leave to work can really be a challenging time. We therefore want to facilitate this as much as possible, because we really value a healthy balance between work and care responsibilities. That is why we offer the online course 'Soft Landing' and we do this in cooperation with Mom Inc. I can imagine that not everyone is familiar with Mom Inc. So what is that? Mom Inc. is the platform for parents about work, parenting and personal leadership. They believe that parenthood is truly an opportunity for personal growth. The course is for all women that take their work, but now also motherhood seriously and have given birth in the last six months. The moment you return from leave you have six months to register for the course and experience also shows that they need it most in the first six months after their return from leave. I would like to share some figures with you. These figures come from a study by Radboud University. That research was done among five hundred women. Forty percent of the women indicate that they feel a threshold for announcing that they are pregnant to their superiors and 29% of the mothers who return from leave also drop out again within a few months. 65% look back negatively on returning to work after their leave. Thirty percent of parents really experience long-term stress in combining work and their parenting. So how did we communicate within KPN? We still do that actually. Two weeks before the end date of the maternity leave, the women receive an e-mail of the manager on how they can participate in the course and in addition, each manager receives a discussion guide on how they themselves can enter the first conversation in a pleasant way, when the end date of the leave is approaching. We have also had a one-pager developed that contains all the information in a nutshell so that they can share it with their colleagues and the women involved. During the past International Women's Day, our managers were taken through a workshop. What

can they do themselves to ensure a smooth transition from leave to work for these women? We also organized this workshop together with Mom Inc. We also communicate through our intranet, which is teamkpn. We have included the topics in our hr newsletter and in addition we have another women's network within KPN and it is also included in that, in the newsletter that goes out monthly. So what does this course look like? In three weeks time, in six short exercises and recognizable tips, you discover where you would like to combine motherhood and work. The great thing is that everything is online and flexible, so you can really do the exercises when it suits you and also discover what steps you can take yourself. In addition, once a month a live session is organized. This is a kind of community with all the women who are in the same phase and you can share tips and experiences with each other. The moment you have registered for the training, you have two months to go through all the modules and in addition you will find all kinds of information about, what rights do you have now. That is also facilitated by Mom Inc. What are our next steps? In Q3 we are going to evaluate with the participants and with the managers. We have so far reached out to 34 women who can follow the training and, not unimportantly, we are currently exploring and developing how we can also provide training for future fathers, so that they are fully prepared for fatherhood and know how to find the right balance as a father and a professional. Because 60% of the fathers also say that they want to take more care of the children themselves. This was it in a nutshell. I hope I have been able to inspire others to put this important and beautiful topic on the agenda, because I wish all women and a soft landing and do not forget the fathers too. Many thanks Anna. A very nice closing message, don't forget to include the fathers. Because it only goes together, we heard that often enough today. Very nice that you have started this course. Do you have any idea, because it is of course for women who return after maternity leave, you give managers a guide to having a good conversation, a good course, what you get back from managers? Because for them it's probably not an easy situation. In advance, when we started communicating that this was coming, we received many positive reactions from both sides. Both from managers, so that they can now communicate with the women in a standardized way. But also from many women who have been back from maternity leave for a long time: "How wonderful that you are doing this, because after six months or more I still have trouble balancing everything". Super positively received, also by managers and that's why we think it's important to do the evaluation in Q3. What are the benefits for the manager? But also for the women who followed the course and what did you actually gain for yourself that really helped you? As someone who co-designed this course, what do you want to get out of it specifically? We think that the soft landing is the most important thing. Returning to work feeling good, because you can see from the figures that women have a hard time. And that they also drop out after three months for certain reasons. That there is something wrong somewhere in working and combining work with motherhood. We also have a fellow signatory of your group, who saw a number of years ago that it was precisely the absence of a soft landing that caused women to leave in large numbers. Women who were pregnant came back to the workplace. Is that also a goal for you to retain those highly qualified good colleagues, to promote that? Yes, and last year I also interviewed women about their careers, growth and personal development and asked them what currently prevents them from progressing internally and what they themselves have encountered. It often came out that there is already a great deal of guilt when they tell their superiors that they are pregnant in the first place. Then there is sometimes a period of absence during pregnancy and it is not always right when they return after their maternity leave. That there hasn't been a good replacement, or that they don't know exactly, what's the time when I'm going to come back to work? So sure, that's a very important one to keep those women as well and to make sure that everything around it is well organized. Very good, and ultimately, don't forget, and this goes for all companies, don't forget that a lot of pregnancy discrimination can occur at the entrance, during recruitment and selection. In that way, at the front end, but also inside, with your indirect or direct colleagues, to make sure that they have a

soft landing, that promotes inclusion and makes sure that difference ultimately enriches. Thank you so much Anna, for sharing this great tool with us. Hope to see you soon, until October 4 or some other time. We are now almost at the end of this session. We heard a lot today about what companies can do to bring difference enriched to profit. We've heard a lot about being aware of inclusion and exclusion in your company and also what role models you apply to people who are different from the typical employee you want to attract as a company. We also have to be careful to make it concrete. So if you come up with an activity or a tool or something, make it concrete, make it purposeful and make sure it's structurally secured in the organization. Also like KPN for example, make sure you evaluate these tools properly when you apply them in the company. I think this motivates all of us to make Diversity Day 2022 a festive and also educational day. Until then, we are certainly not inactive, because you can also sign up for the Provincial Symposium on Diversity in the Workplace, already next Thursday in Maastricht and certainly already for Diversity Day on October 4. The website is online, so sign up now, take the inspiration you gained today to October 4 and sign up for the master class by Jitske Kramer and Typhoon. What this masterclass is about and why you should sign up for it we'll see in a video in a moment. I want to thank you very much for participating in this international inspiration session. I also want to thank my colleagues here at the studio. In the end what's always important, stay inclusive, see you soon.

Video: The Rhythm of Life Masterclass. On October 5 with Jitske and Typhoon. It will be an impactful program, about the dynamics of difference and the dynamics of power. In addition, I'll take you through personal stories of me as a person, a musician and as an artistic leader on the subject of diversity and inclusion that I've been living for years and actively speaking out about. And we're going to make some really cool music. And everything to make your team and your organization more diverse and therefore more inclusive. A day full of practical tips, clear theoretical insights and a ton of inspiration. Until then.