

# BE CHALLENGED

Optimizing the impact of your Diversity & Inclusion (D&I) Strategy through data-driven change



## INTRODUCTION

The need for Diversity and Inclusion at the workplace has increased substantially as the positive effects it can have on the workforce are widely recognized. Organizations are moving beyond merely trying to achieve the diversity quota and shifting the focus to inclusion. However, despite the right intentions, most Diversity & Inclusion initiatives that are popping up remain unsuccessful.

At Capgemini Invent we strongly recommend our data-driven and strategic approach called 'Be Challenged' that encompasses all Diversity & Inclusion initiatives under one umbrella.

## What is Diversity & Inclusion?

Diversity & Inclusion is an important topic on everyone's mind nowadays and companies are starting to realize the major positive effects it can have on the organization's business outcomes. But to fully understand the positive effects of D&I, it is important to understand what D&I entails.

Diversity is the varied perspectives and approaches that members of different identities can bring. Explicit differences that are usually observable include gender, age, national origin, and ethnicity. Invisible differences lie beneath the surface and include aspects such as personal belief systems, income, sexual orientation, educational background, and masculine & feminine leadership qualities. Both visible and invisible differences encompass the diversity of an individual.

Inclusion is the degree to which an employee perceives that he or she is an esteemed member of the workgroup through experiencing treatment that satisfies his or her needs for belongingness or uniqueness.

Diversity will not function without an inclusive environment where people feel they can speak up and thrive. To achieve such an environment inclusion should not be considered as a by-product of other business strategies, but as a strategy on its own. Inclusion needs to be carefully thought about, planned, and actioned by stakeholders.

In the end, it all comes down to empowering your entire workforce to do the best possible job they can, no matter what your background is. Giving everyone an equal opportunity to make their voices heard. Listening to all instead of a few, helps organizations to better understand their workforce.

**“ Unless we actively and intentionally include minorities, the system will unintentionally exclude them. ”**



## A strong well thought out Diversity & Inclusion strategy is necessary to become a successful future proof organization

Organizations have also picked up on this and realize the positive effects that Diversity & Inclusion can have on the organization. Next to that it is the right thing to do, there is a solid business case behind Diversity & Inclusion.

### Why invest in Diversity & Inclusion today?



#### Empowered & Engaged Workforce:

83% of millennials feel empowered and engaged in an authentically inclusive workplace.



#### Improved customer relationship:

Ensuring your workforce reflects the diversity of its clients, helps to build, and improve trust. This creates a better understanding of the customer's needs and supports a strong long-term customer relationship.



#### Attracting & Retaining the best talent:

67% of top talent considers a diverse workforce as most important when choosing their company.

### Many organizations are starting to invest in D&I despite the risks when D&I is not executed correctly



#### Window-dressing:

Shallow D&I initiatives that don't move beyond the CSR and diversity quota because of a lack of vision and strategy on the topic.



#### Increased employee resistance:

Forced or incorrect training programs based on stereotypes leading to resistance amongst employees and increase of bias.



#### Endless political discussion due to a lack of data-foundation:

Eventually D&I initiatives will end up getting ignored and not get the needed priority.



#### Lacking (financial) performance:

Lack of effective quota management leading to lower retention and increased recruitment costs.

### On the contrary, when D&I is executed in the right way, organizations can truly benefit from the potential of it:



Teams that are gender, age, and ethnically diverse **make better decisions up to 87% of the time.**



Businesses with a good mix of gender and ethnic backgrounds are **21% more likely to outperform their competitors.**



Inclusive companies generate **1.4X more revenue.**



Diverse companies with diversity were **1.6 times more likely to understand their customers.**



## Our 'Be Challenged' approach helps to make evidence-based conclusions and recommendations

At Capgemini Invent we believe that diversity should be more than aiming for a specific diversity quota. Quotas can bring diverse voices and viewpoints into your organization and are key to be able to although quotas bring diverse voices and viewpoints into your organization and are key to catch up with unequal stands, it should not be an end goal in itself. Companies that merely check off diversity boxes can also perpetuate serious inclusion issues. When D&I is fully embedded in the organization's strategy it supports employees to become the best version of themselves in an environment where they feel like they can speak up and thrive.

To create an inclusive workforce, our approach offers an all-encompassing strategy that captures all D&I initiatives under one umbrella. What sets our approach apart from other D&I approaches is that our 'Be Challenged' solution uses data-driven insights to drive successful change.

## One strategic approach that functions as an umbrella for all existing Diversity & Inclusion Initiatives.



We offer a **strategic approach** which will function as an umbrella for all existing D&I initiatives within your organization.



Make use of **data driven insights** to make evidence-based decisions.



A **bottom-up approach** in which people are leading the change and inclusion becomes an embedded value.



We assure our approach is **tailor-made** to help organization craft solutions that directly target the organization's specific desires and needs.



Thinking through processes creatively from a **customer perspective** enhances the **employee experience** and leverages employer attractiveness.

## Our approach is defined in 5 steps:

01



### Define the D&I scope & target:

Provide a clear overview of the project's focus and target group and create a D&I hypothesis tree to address the client specific challenges on D&I.

02



### D&I Performance analyses:

Collect and test the D&I hypotheses in scope, gather quantitative insights and perform an inclusion scan via a questionnaire.

03



### Root-cause investigation:

Gather qualitative insights by interviewing relevant stakeholders to identify the root-causes behind the outcomes behind the revealed D&I Challenges.

04



### Conclusions and recommendations for the future:

Create a clear report of our main conclusions and recommendations that can be achieved on short and long term and perform an estimated effort and impact assessment.

05



### Employee Journey Refresh:

Accelerate the implementation and realize change that is embedded in the organization by organizing workshops on team level that focus on creating proven and hands-on solutions.

**“We believe that people should aim to be the best version of themselves by challenging their own perspectives – Let's work with diverse minds in an environment where people are able to speak up and thrive.”**

**– Diversity & Inclusion team  
Capgemini Invent**

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