

# Inclusie als een troef voor talent.

# Inclusion comme atout pour les talents.

Workshop 14:00, studio 206

*Adrienne Nizet, Lead Change Program – The Shift  
Greetje Allaert, National Advisor Employability – Randstad RiseSmart Belgium*





## Agenda

**14:00** Welcome & introduction

**14:10** Keynote: The business case for inclusion

**14:30** Hand-on exercise

**14:50** Preview of the CoP 'Embedding Inclusion in Talent Strategy'

**15:00** End Workshop



## Who we are.

We are Belgium's first, largest and most diverse **sustainability community**.  
Formed by a fusion of the worlds of business, civil society and science 10 years ago.

This is where those who want to accelerate the **sustainable transition** gather.



## What we do.

We gather the transformative power in the economy. And we **make transformation happen.**

The Shift breaks down walls and brings together the **unusual suspects** around the table: peers from other sectors, pioneering businesses, experts and policymakers.

Together, we'll tackle your most **complex sustainability challenges.**

**Because together, you can see and do more.**





**Welcome  
Greetje Allaert!**



# ED&I the business case.



# your engaging speaker

- expert ED&I at Randstad
- +13 years of experience in raising awareness in companies and coaching vulnerable job seekers
- bridge builder
- inspiring & value driven
- with a healthy curiosity for people's differences
- encouraging others to approach those differences positively
- always seeking a win-win for all parties



Greetje Allaert

national advisor employability

# agenda.

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diversity and inclusion: some concepts

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critiques and pitfalls

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the business case

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exercise

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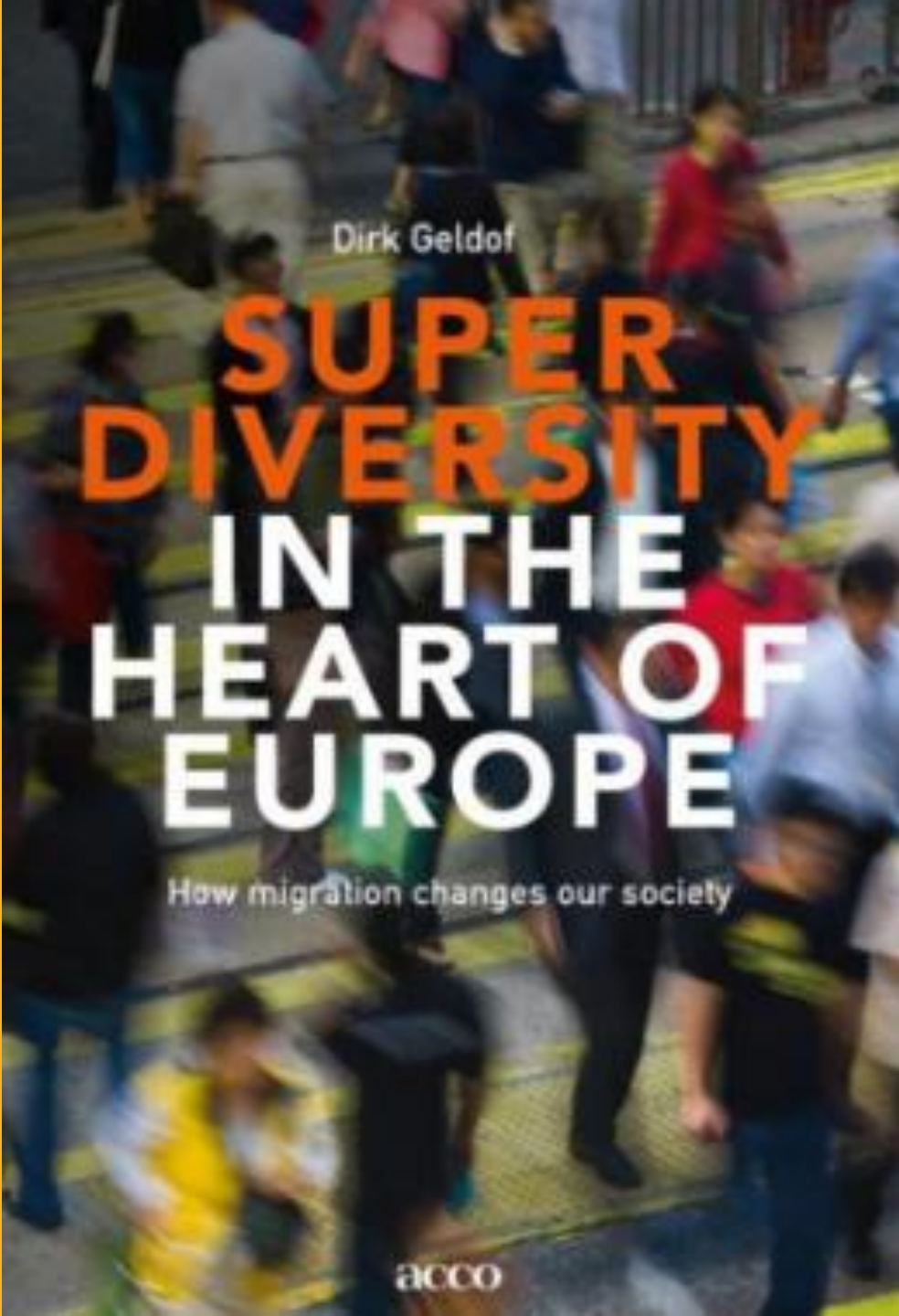




# diversity and inclusion

some concepts





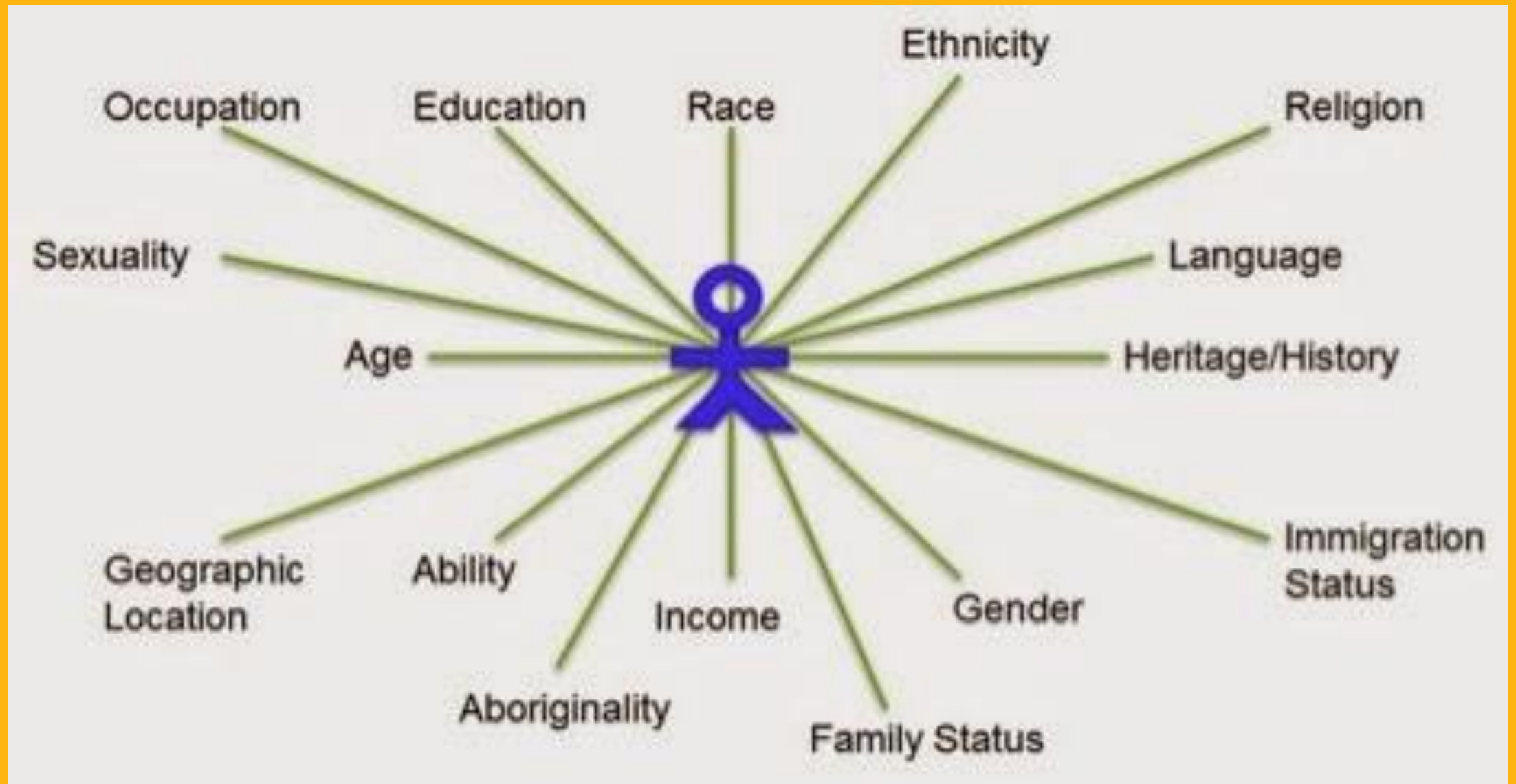
Dirk Geldof

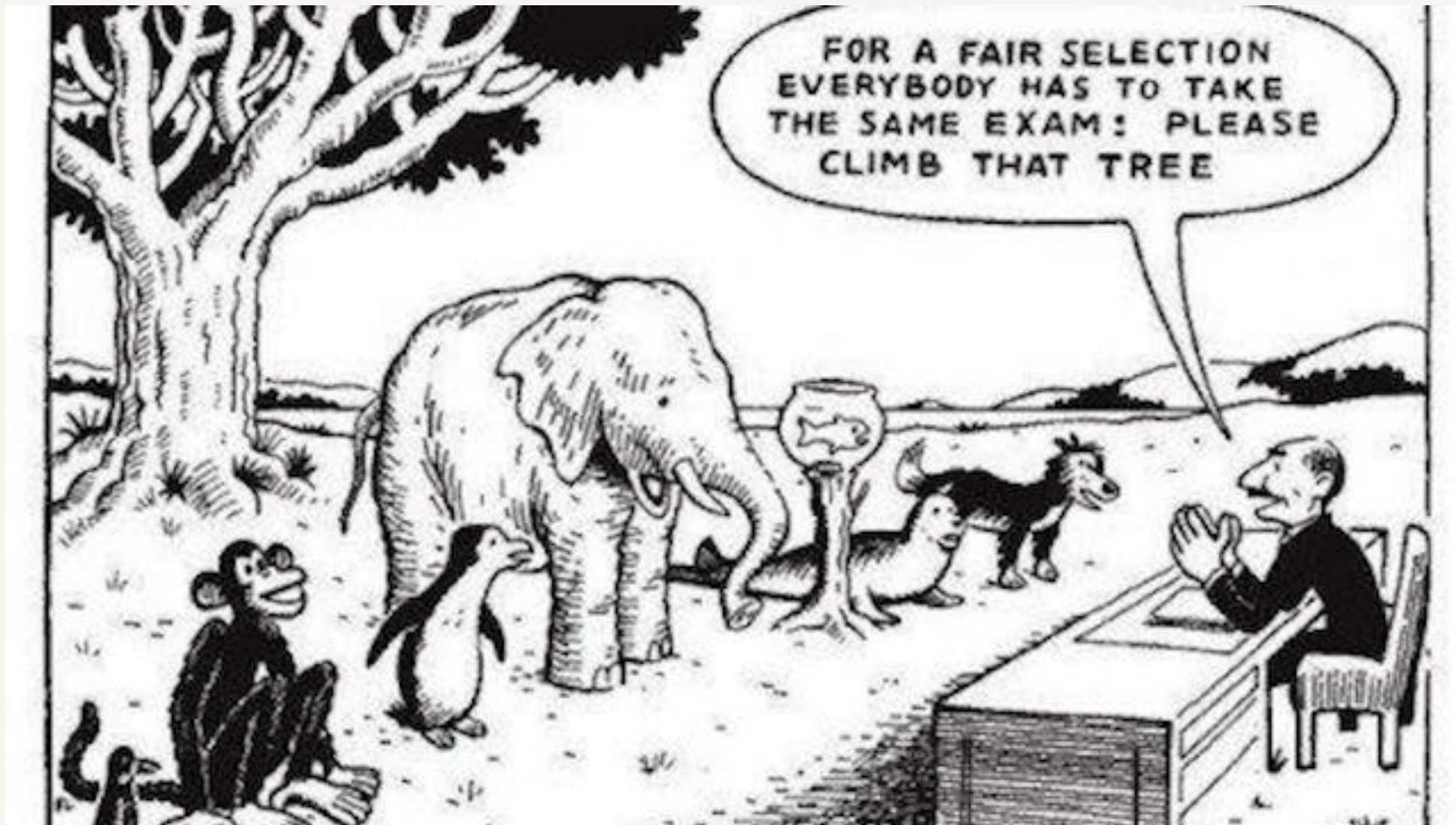
# **SUPER DIVERSITY IN THE HEART OF EUROPE**

How migration changes our society

acco









equity, diversity, inclusion.



equality



equity

# motivators



poll.







# critiques & pitfalls

# critiques & pitfalls ED&I.

Different thinking - frame of reference - education level

Communication - language - decreased productivity

Culture - values and norms - risk of conflicts

**Example: where does the company want to go (vision)?**

Thinking together about the best method to achieve that same vision.

With heterogeneous groups, it takes longer to agree on things.



# HR-metrics



# HR-metrics

## Some examples

1. Complaints and disputes
2. Employee engagement
3. Turnover percentage
4. Retention percentage
5. Cost of replacement

# What are the costs?

## Retention versus turnover



# According to Firstflow (2020)

the replacement cost of an employee who leaves is

20% of the annual salary calculated based on direct and indirect 'measurable' costs.

Staff turnover % x 20% annual salary = cost of departed employee



# Example costs of staff turnover

Kosten	Verdeling personeel (FTE)	Gemiddelde jaarlijkse loonkosten	Jaarlijks verloop	Obv 13% verloop x 20% jaarsalaris
Huishoudelijke hulp	300	€ 9.369.360,00	39,00	€ 243.603,36
Verzorging en Verpleging	600	€ 25.765.740,00	78,00	€ 669.909,24
Kantoor en lager management	80	€ 4.988.880,00	10,40	€ 129.710,88
Hoger management en directie	20	€ 1.715.012,00	2,60	€ 44.590,31
Totaal	1.000	€ 41.838.992,00	130,00	€ 1.087.813,79

# the business case



# paradox



inflow (instroom)  
throughput (doorstroom)  
outflow (uitstroom)



each has its price.



# inflow



posting a vacancy  
investing time in reviewing CVs & interviews  
employer brand

# throughput



cost of an empty seat  
high salary for the 'white raven'  
the 'white raven' leaves in less than a year  
absenteeism - increasing number of burn-outs

# outflow



authentic exit interview  
your image afterwards  
chance of return?



# the why.

if the sense of  
belonging is  
strong then:

**56 %** better work performance

**50 %** lower staff turnover

**75 %** less sick days

the 2021 D&I  
report shows:

**71 %** of professionals experience  
exclusion in the first 6 months

## Of the CEOs with a D&I strategy ...

**85 %** say that this  
strategy has improved  
business performance.

**77 %** say that this strategy  
has improved customer  
satisfaction.

## A diversity policy is important when choosing an employer...

for **86 %** female millennials

for **74 %** male millennials

# inclusion in practice

*Sources: Global Gender Gap Report - World Economic Forum, World Report on Disability – WHO, Why Diversity Matters Report - McKinsey*

Women are 20% less likely than straight white men to win endorsement for their ideas; BAME people are 24% less likely; and LGBTQs are 21% less likely.

15% of the global population lives with a disability – that's over 1 billion people.

85% of CEOs whose organisations have a D&I strategy say it has enhanced business performance. 77% say it has enhanced customer satisfaction.

It is estimated that 1 in 9 people are currently caring for someone who is older, disabled or seriously ill. 42% of carers are men.

The World Economic Forum have estimated that based on current progress gender parity/equality is 217 years away.

86% of female and 74% of male millennials say an employer's policy on diversity and inclusion is important to them when deciding where to work.



meer dan 50% verkiest organisatiecultuur boven loon

#### Importance of Culture



- 95% of employees believe culture is more important than compensation/salary
- most pronounced among millennials / for GENZ the gap is slightly smaller



5% of candidates value compensation over culture

# diversity wins: how inclusion matters



insights mckinsey



## critical factors.

1. engagement and commitment from executives
2. stakeholder management
3. in line with business strategy
4. inclusive culture
5. critical mass
6. well managed process



zorg voor een  
draagvlak.

&

creëer  
betrokkenheid.



how?

exercise:

how do I create  
support at all levels?



partner for talent.

duidelijke DE&I KPI's formuleren en opvolgen, niet te snel willen evolueren

Moet in de cultuur van de organisatie leven  
door o.a. activiteiten te organiseren waar dit onder de aandacht komt en ook  
door bv. 1x vrijwilligerswerk te doen

- Echt werken op mindset, gedrag en cultuurverandering, te beginnen met leadership
- in dialoog gaan om te weten wat er leeft op dit thema, niet zomaar een survey uitsturen
- in alle hr'processen verwerken, van werving tot exits

Hoe creëer ik een  
draagvlak op alle  
niveaus?

Duidelijk uitleggen wat er juist bedoeld  
Wordt, eventueel aan de hand van vbn.

Open  
communicatie  
met de nodige  
uitleg en  
betrokkenheid  
naar de waarom,  
wat

De why, what en  
how duidelijk  
formuleren

Communicatie:  
webinars,  
workshops,  
newsletters,  
testimonial

Vast agenda  
punt op  
recurrente  
directie en  
andere meetings

Diversiteits award uitreiken  
(aan departement, team,  
individueel ... te kiezen)

What's in it for you / us  
helder formuleren

Onbekend = onbemind dus  
zorgen oor 'kennen'

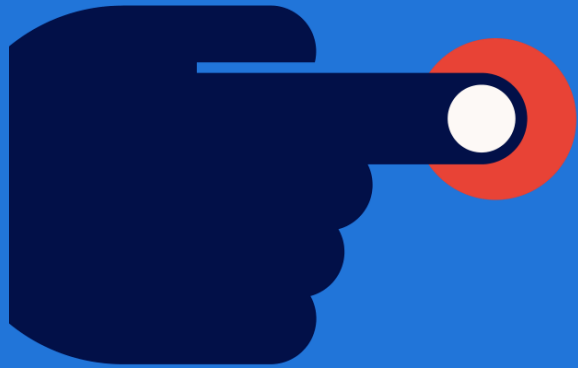
Ik denk dat leiderschap en communicatie hierin zeer belangrijk zijn. In dialoog  
gaan met elk niveau dus ook zeker onderaan beginnen hiermee



wat heeft jou geïnspireerd

om concreet aan de slag  
te gaan?





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randstad risesmart

human forward.



# The Social Shift

# Embedding inclusion in Talent Strategy

**Community of Practice**

*Delphine De Potter*  
*[Delphine.depotter@theshift.be](mailto:Delphine.depotter@theshift.be)*





## NEW Community of Practice on Diversity Equity Inclusion

In a Community of Practice, you can expect

- **a safe environment without competitiveness,**
- where **peers** gather around **shared challenges,**
- learn from pioneering organisations for whom sustainability is a core business model, and
- **exchange with unusual allies** across sectors, experts, and policymakers.



## WHO SHOULD JOIN

### Organisations that

- ✓ Are at the **early to mid-stage** of their DEI journey
- ✓ Feel **motivated** to act beyond ad-hoc DEI actions
- ✓ Are seeking **peer exchange** as well as **expert guidance**
- ✓ Value both strategic alignment and practical implementation tools
- ✓ **Profiles:** Person in charge of DEI  
(Sustainability managers, talent managers, HR, C-level (SME),...)





## OUTCOMES

By participating, you

- ✓ build a compelling **business case**,
- ✓ integrate your **ad hoc DEI actions into a strategic, practice-driven approach**.
- ✓ develop concrete tools and **measurement** practices
- ✓ gain **peer-tested methods** to foster inclusive cultures.

Through **safe-space** exchange and expert guidance, participants will be equipped to ;

- ✓ reduce bias, manage resistance, and embed DEI as a driver of talent retention, innovation, and long-term competitiveness.



## SESSIONS

### 0. Getting started

- Getting **c-level buy-in** via ceo-dinner

### 1. Business case

**Claire Godding [DMAB / Febelfin]**  
Founder / Senior Expert on Diversity & Inclusion

**Emanuelle Verhaegen [Diversity Charter Belgium / DUIN]**  
Executive Director / CEO

### 2. Measuring the D,E,I

**Luc Vandemoortele [AXA]** Diversity & Inclusion Expert

**Maguy Ikulu [UCL]**  
Diversity & Inclusion Coordinator

**Testimonial:** Participant CoP

### 3. Reducing biases in decision processes

**Tamara Eelsins [MIVB/STIB],**  
Diversity Manager

**Marieke Arnou [Unia],**  
Expert Trainer Inclusion

**Testimonial: Glenn Minten [Konect]**

### 4. Culture change

**Liesbeth Holsters [Accenture],**  
Lead Talent & organisation / Human Potential Benelux.

### 5. DEI deep dive

*[content session chosen by participants]*

**TBC**

### 6. Dealing with resistance

**Gregory Renders [Syensqo],**  
Director of Fair & Inclusive Culture

### What you take home:

- **Practical** insights from your peers in the field
- Access to **a network** of experts
- **DEI Tools & methodologies**

# Session 1 – Business Case

## Expert Advice On

- ✓ linking your **strategic priorities** to the **benefits** of an **inclusive talent strategy**;
- ✓ **evidence-based** benefits of inclusion (talent, clients, innovation, risk);
- ✓ **crafting a convincing business case** using research and real examples;
- ✓ engaging the right **stakeholders** — including top management;
- ✓ defining your **own business case** with clear, organisation-specific arguments



**February 05<sup>th</sup>**

**13.00 – 17.30**



**Claire Godding**  
Founder, DMAB  
Senior Expert on Diversity &  
Inclusion, Febelfin



**Emanuelle Verhagen**  
CEO, DUIN  
Executive Director, Diversity Charter  
Belgium

# Session 2 – Measuring DEI

## Expert Advice On

- ✓ **why measuring inclusion matters** and how it **strengthens** your talent strategy;
  - ✓ interpreting key **insights** from recent UNIA data on the **Belgian population**;
  - ✓ understanding **what organisations are already doing** — and where the **gaps** are;
  - ✓ how AXA and UCL approach **measurement in different contexts** (private vs. public sector);
  - ✓ proven practices and practical steps to start or **improve your own measurement approach**.
- > **Testimonial:** Participant CoP



**March 3<sup>rd</sup>**

**13.00 – 17.30**



**Maguy Ikulu**  
D&I Coordinator - UCL



**Luc Vandemoortele**  
Diversity & Inclusion Expert, AXA

# Session 3 – Biases

## Expert Advice On

- ✓ recognising **how unconscious bias works** and how it **influences** key HR decisions;
- ✓ **spotting bias in practice** through a recruitment example from Unia's new e-learning Neutral Recruiting;
- ✓ **practical steps to reduce bias** in selection and other HR procedures;
- ✓ **creating support for change and dealing with resistance** when adapting HR processes;
- ✓ raising awareness and making "breaking bias" **a continuous effort** inside your organisation.



**April 5<sup>th</sup>**

**13.00 – 17.30**



**Tamara Eelsing**

Diversity Manager,  
MIVB/STIB



**Marieke Arnou**

Diversity Manager, Unia



**Glenn Minten**

Teamlead, Konekt

# Session 4 – Culture

## Expert Advice On

- ✓ understanding what **culture change** really means and which **drivers and barriers** shape it;
- ✓ using practical tools to **activate culture change both top-down and bottom-up**;
- ✓ **applying** those tools to real organisational scenarios through **case work**;
- ✓ designing the **first steps of a culture change roadmap your organisation** can build on.



**June 23<sup>rd</sup>**

**13.00 – 17.30**



**Liesbet Holster**

Lead Talent & Organisation  
/ Human Potential  
Accenture BeLux

# Session 5 – Peer-defined



**September 09<sup>th</sup>**

**13.00 – 17.30**

## Expert Advice On

- ✓ diving into a **DEI theme selected by the group** — such as gender, multicultural teams, disability, language or psychological safety;
- ✓ exploring **concrete examples and tools** tailored to the chosen topic;
- ✓ translating insights into **actionable steps your organisation** can apply right away;

**TBC**



# Session 6 – Dealing with resistance

## Expert Advice On

- ✓ understanding the **myths, expectations and perception gaps** that shape **reactions to DEI**;
- ✓ recognising **different types of resistance** and what they **signal in your organisation**;
- ✓ turning employees into **inclusion ambassadors** who help carry change forward;
- ✓ building **transparency and accountability** into your DEI approach to strengthen trust and engagement.



**November 3<sup>rd</sup>**

**13.00 – 18.30**



**Greg Renders**

Global Director, Fair &  
Inclusive Culture, Syensqo

6 sessions, every 6 weeks  
13:00 – 17:30  
Location: participants  
Max 1 hour homework

2nd session  
**Measuring DEI**  
26/03/26

4<sup>th</sup> session  
**Culture Change**  
23/06/26

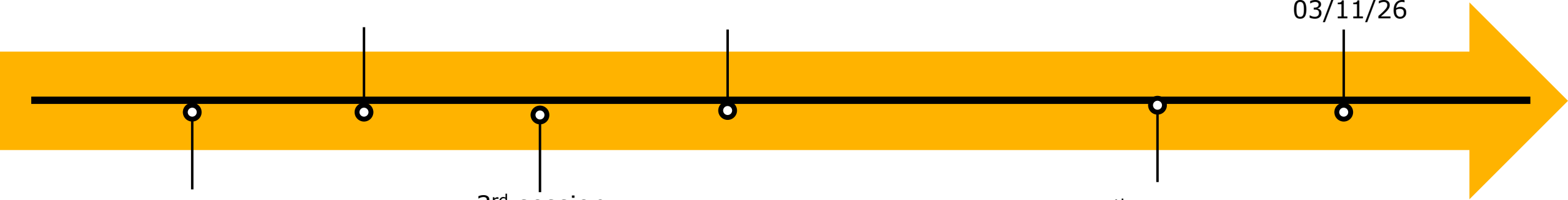
Summer Holidays

6<sup>th</sup> session  
**Dealing with resistance**  
03/11/26

1st session  
**Business Case**  
05/02/26

3<sup>rd</sup> session  
**Reducing biases**  
05/05/26

5<sup>th</sup> session  
**Peer-Defined Topic**  
17/09/26



## Next Steps?

### 1. Register via the website

### 2. Self-assessment survey

### 3. 1-1 intake call

### 4. Payment & Welcome!

**Join and apply before 16 January 2026**

Interested in taking part? Share your details here and we'll be in touch soon!

<b>First name*</b> <small>E.g. Marie</small>	<b>Surname*</b> <small>E.g. Peters</small>
<b>Email address*</b> <small>E.g. j.peters@email.com</small>	<b>Organisation*</b> <small>E.g. The Shift acid</small>
<b>Function*</b> <small>E.g. Sustainability Director</small>	<b>Type of organization*</b> <small>Academic institution</small>

☐ I accept The Shift's terms and conditions and code of conduct.

[Get in touch](#) →

Size of organisation (in FTE) \*

☐ 1-10

☐ 11-250

☐ 251-5000

☐ > 5000

How would you describe the current maturity level of your organisation regarding diversity, equity and inclusion? (Please select the option that best fits.) \*

☐ Early awareness - We are exploring the topic and recognising the need to work on inclusion, but concrete actions or priorities are not yet in place.

☐ Fragmented actions - We have some DEI initiatives (e.g. events, training, or one-off actions), but there is no overarching strategy or structure.

☐ Structured approach - We have defined goals, responsibilities and processes for DEI, and we are developing or implementing an organisation-wide strategy.

☐ Embedded & evolving - Inclusion is integrated into our policies, culture and talent strategy, with measurement systems in place and continuous improvement underway.

How many people in your organisation work on DEI? \*



<https://www.theshift.be/en/community-practice/embedding-inclusion-in-talent-strategy/>

## Get in touch!

Do you want more information?  
Do you have any remaining questions?  
Do you want to hear a joke?

**Get in touch with Delphine De Potter | [delphine.depotter@theshift.be](mailto:delphine.depotter@theshift.be)**

## The Shift

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***Diversity is fact.***  
***Inclusion is a choice.***