



Learnings: How to organize a survey about I&D

Several CEOs and managers in the industry shared that launching data collection on I&D is somewhat daunting for them. Therefore, some findings and advice regarding the design and distribution of such a collection are shared below. In addition, you can find the survey questions below.

1. The first important thing to consider is making the **survey anonymous** and emphasizing that the data will **be collected, processed, and reported anonymously**. Specifically, underrepresented groups in organizations might be worried about disclosing personal information or their opinions on sensitive issues, so go above and beyond to ensure anonymity. In line with the GDPR, data should not be published or publicly accessible in a manner that allows individual data subjects to be identified, either directly or indirectly.
2. Secondly, think about the **language** in which the survey is offered. English might be the best option if you can only provide the survey in one language because of the tech industry's target group. Since the standard language for communication in most tech companies is English, this language would be most suitable. However, if possible, try to offer the survey in multiple languages so that everyone can complete the survey in the language they feel most comfortable with, preferably in their native language.
3. When offering **response options**, ensure your options are as **exhaustive** and **inclusive** as possible. For example, we asked the respondents what their mother tongue was for this survey. At first, a language commonly used in a population group was not offered as a response option. Not including appropriate response options for specific groups can be hurtful and seen as overlooking that group.

Similarly, you should consider this when asking gender (identity) questions. Read up on the **correct terminology or consult sources** that can help you with the wording of these questions. You can find a helpful resource (in Dutch) to consult in that regard [here](#). Also, ensure that the **order of the response options** does not point to favoritism or a priority over other response options. You can, for example, list all your response options in alphabetical order to avoid this.

4. **Allow respondents to answer questions themselves** by adding a textbox to specific questions. Especially for questions concerning the identity of participants, it is relevant to provide the option to describe something themselves. Next, making **most or all questions optional (and not mandatory) is recommended**. Surveys on I&D are often about opinions and sharing personal information. It means that some respondents may be wary of sharing specific details. Not making every question mandatory means that respondents can skip the questions they do not feel comfortable with, which can increase the general response rate of the survey.
5. Consider the **multiple stakeholders** participating in the survey and ask **relevant questions** for every stakeholder. For example, the general demographic questions in this survey were the same for all respondents. Still, we adapted the other questions to best suit our specific stakeholders (namely CEOs, (HR) managers, or employees).



6. Before launching the survey, **test it with a diverse group of stakeholders**. They can determine whether you have forgotten any appropriate response options, if anything is unclear and if the wording is accurate and suitable for each stakeholder.
7. Check and reread your survey multiple times to ensure all the **wording is inclusive, clear, and relevant**. Avoid gendered language (for example, use "they" when talking about people in general). Ensure the survey can be understood by everyone (avoid jargon) and is accessible for people with reading disabilities or visual impairments. Use appropriate and respectful wording when referring to people's identities, etc.
8. Ensure that the **communication about the survey** includes motivating as many people as possible to complete the survey. Moreover, try to **engage different stakeholders** before launching the survey so they can help motivate people to complete the survey. Another tip is to use **role models** to launch the survey campaign and encourage people to participate. Lastly, it is essential to **announce beforehand why** you are conducting the survey and what you **intend on doing with the survey results**. People are more motivated to participate in a survey when they know there will be follow-up and accountability for whatever the results may indicate.
9. If possible, try to **combine surveys with interviews with employees**, for example, from underrepresented groups. Surveys mostly give a general quantitative overview of opinions and observations, whereas, in interviews, you can dig deeper to understand specific topics better. Collecting **quantitative** (i.e., surveys) and **qualitative** (i.e., interviews) data will ensure that you have **general and detailed info** to help you set up a holistic I&D policy.
10. There are **validated questionnaires** on DEI available that you can use to design your survey. In addition, academic research has a (limited) number of validated scales on inclusion, for example: via Google Scholar (free), ResearchGate (free), or Web of Science (subscription). Look for keywords such as *DEI, diversity, inclusion, survey, questionnaire*, etc. Stay in contact with or follow (academic) researchers on LinkedIn to be up to date on their research. Finally, participate with your organization in a study concerning I&D. You can find a complete overview of the questions used in this survey below. However, always adapt the questions to the specific context of your organization.
11. Lastly, **consider using an external consultancy agency** to conduct a company-specific I&D survey if the budget allows it. Advantages of doing so are:
 - neutrality,
 - the data are often perceived as more anonymous by employees,
 - an agency has extensive knowledge and expertise in the area,
 - you have the option to receive advice on future steps and concrete actions.



Questions survey I&D in tech

The questions in this survey are adapted to your role in your organization. Please indicate which of the functions below best matches your current job. Depending on your answer, you will get different questions throughout the survey.

Are you a(n)

- CEO
- HR manager
- Manager or Employee

We would like to ask you to provide us with some information about your organization and job.

How many employees does your organization have?

- 0 - 25 employees
- 26 - 50 employees
- 51 - 250 employees
- 251 - 500 employees
- 501 - 1000 employees
- 1001 - 2000 employees
- More than 2000 employees
- I don't know

QUESTION ONLY FOR CEOS

How long has your organization been in business?

- 0 - 5 years
- 6 - 10 years
- 11 - 15 years
- 16 - 20 years
- 20+ years



Questions survey I&D in tech

In which **specific part of the digital industry** does your organization operate?

- Consulting
- Computer software & hardware
- Education & Research
- Finance & Banking
- Health
- Media
- Retail
- Telecommunication
- Other

Does your organization operate **internationally**?

- Yes
- No



Where is your **organization's headquarters** located? (*Examples to adjust to country/location of the company*)

- Northern Europe
- Eastern Europe
- Southern Europe
- Western Europe
- North America
- Central America
- South America
- North Africa
- East Africa
- Central Africa
- Southern Africa
- North Asia
- Central Asia
- South Asia
- West Asia
- Australia - New Zealand



QUESTION ONLY FOR EMPLOYEES AND MANAGERS

In which **function domain** do you categorize your job?

- Administration
- Customer service
- Research & Development - Engineering
- Finance
- HR
- IT
- Legal
- Marketing
- Sales
- Other

QUESTIONS ONLY FOR EMPLOYEES AND MANAGERS

How would you describe your current **employment situation**?

- Full-time employed
- Part-time employed

Which best describes your **part-time employment situation**?

- 4/5 days
- 3/5 days
- 2/5 days
- 1/5 days

One of the goals of this project is to gain more insight into who works in the digital sector. We will therefore ask you some questions about yourself. We would like to remind you that this survey is anonymous.



How do you describe your **gender identity**?

- Woman
- Non-Binary
- Genderfluid
- Man
- I prefer not to answer
- I like to describe my gender identity myself:

What is your **age**?

- 18 - 25 years old
- 26 - 35 years old
- 36 - 45 years old
- 46 - 55 years old
- 56 - 65 years old
- 65+ years old
- I prefer not to answer

Do you have **children**?

- Yes
- No
- I prefer not to answer

How many **children** do you have?

- 1
- 2
- 3
- 3+



Which **language** is your mother tongue? *(examples to adjust to country/location of the company)*

- Arabic
- Berber
- Chinese
- Dutch
- English
- Farsi
- French
- German
- Italian
- Polish
- Portuguese
- Romanian
- Russian
- Sinte Romani
- Spanish
- Turkish
- VGT, LSFB, DGS, or another sign language
- Yiddish
- I prefer not to answer
- Other



How would you describe your **ethnicity**? *(examples to adjust to country/location of the company)*

- Afro-American/Black American
- Asian
- Indigenous
- Latin American
- Middle Eastern
- Mixed/multiple ethnic groups
- North African
- Sub-Saharan African
- White European/American
- I prefer not to answer
- I like to describe my ethnicity myself:

What is the **highest level of education** you attained?

- Primary school
- Secondary school
- Associate degree
- Bachelor's degree
- Master's degree
- PhD
- I prefer not to answer

The following questions ask your opinion about Inclusion & Diversity (I&D). If you work for an international organization, please focus on your company's policy in Belgium.

In this part, you will get some questions about your opinion on and experience with I&D in your organization.

We define diversity as "the variety or multiplicity of demographic features that characterize a company's workforce, particularly in terms of race, culture, national origin, disability, age, religion, etc." (Dessler, 2020). We define inclusion as "the feeling that you feel at home and that you are appreciated in an organization regardless of a certain diversity trait" (Ranschaert & Yassir, 2020). Try to keep these definitions in mind while answering the questions below.



QUESTIONS ONLY FOR CEOs

To which extent is **I&D a priority** in your organization?

- Not a priority at all
- Barely a priority
- Somewhat a priority
- Important priority
- Top priority

What are the **most important reasons** for your organization **to invest in I&D**, according to you?
You can select multiple options.

- Better financial results
- Better customer relations
- Better team performance

- Being able to select more diverse talent
- More innovation through diversity in thought
- Other



Who in your organization is **involved with I&D**? *You can select multiple options.*

- CEO
- External consultant
- HR
- Inclusion & diversity department
- Health and Safety advisor
- Trade Union
- Other

If your organization currently already implements I&D activities, can you give a few **specific examples of the I&D activities** you implement?

Do **managers** in your organization have **specific I&D objectives or KPIs**?

- Yes
- No

What happens if managers don't attain these I&D objectives or KPIs?

What **hinders the implementation of an I&D policy** in your organization the most, according to you?
Again, you can select multiple options.

- Lack of necessity to work on I&D
- Lack of budget
- Lack of knowledge or expertise in I&D
- Lack of time

- No support base
- Other
- None of the above



What do you need to (further) implement an I&D policy in your organization? *You can select multiple options.*

- More budget
- More support base
- More guidance/coaching
- Toolbox with practical tools
- Other

How important will the topic of I&D be in your organization?

	Less Important	As important as it is now	More important
In the short term (within 1 year)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
In the medium term (within 3 years)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
In the long term (within 5+ years)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

As your organization's CEO, will you **take any initiatives** to make your **management team more diverse**?

	Yes	No
In the short term (within 1 year)	<input type="radio"/>	<input type="radio"/>
In the medium term (within 3 years)	<input type="radio"/>	<input type="radio"/>
In the long term (within 5+ years)	<input type="radio"/>	<input type="radio"/>



Questions survey I&D in tech

How diverse do you think your **management team (N-1)** currently is? *In the image below, you can see what "your management team" means.*

	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
There is a gender balance in my management team	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
There is age diversity in my management team	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
There is cultural and/or ethnic diversity in my management team	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Other forms of diversity	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Which **resources** do you **consult** to gain more knowledge and expertise in I&D?
You can select multiple options.

- Blogs
- (HR) magazines
- LinkedIn
- Networks
- Webinars
- (Academic) research
- Other resources
- I don't consult resources about I&D



Questions survey I&D in tech

Which **resources** would you like to consult to gain more knowledge and expertise in I&D? *You can select multiple options.*

- Blogs
- Newsletters with tips and tricks about I&D
- (Academic) research
- Webinars
- I&D events
- Practical tools
- Learning network (peer learning)
- Tailor-made coaching or guidance
- Other

Lastly, we would like to know which **organization** you think is an **example of a diverse and inclusive company**. Why do you think this company is an example of a diverse and inclusive company?

If you would like to add something on I&D that wasn't mentioned in this survey, please add it here.

QUESTIONS ONLY FOR HR MANAGERS

To which extent is **I&D a priority** in your organization?

- Not a priority at all
- Barely a priority
- Somewhat a priority
- Important priority
- Top priority



What are the **most important reasons** for your organization to invest in I&D, according to you? *You can select multiple options.*

- Better financial results
- Better customer relations
- Better team performance
- Being able to select more diverse talent
- More innovation through diversity in thought
- All employees feel like they belong in the organization
- Other

What **hinders the implementation of an I&D policy** in your organization the most, according to you? *You can select multiple options.*

- No support base
- Lack of necessity to work on I&D
- Lack of budget
- Lack of knowledge or expertise in I&D
- Lack of time
- Other
- None of the above

How often do you **collect data** concerning I&D in your organization?

- Never
- Yearly
- Every 6 months
- Quarterly
- Monthly
- Other



Questions survey I&D in tech

Which **(anonymous) demographic data concerning diversity** do you collect in your organization?

You can select multiple options.

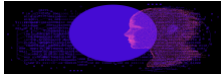
- Data concerning gender
- Data concerning age
- Data concerning the ethnic/cultural background of employees
- Data on employees with a disability
- Other demographic data
- None

How do you collect I&D data in your organization? *You can select multiple options.*

- Via surveys
- Via interviews
- Via an internal tool
- Via a commercial tool (if this is the case, indicate in the box below which tool)
- Other

How diverse do you think your **management team (N+1)** currently is? *In the image below, you can see what "your management team" means.*

	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
There is a gender balance in my management team	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
There is age diversity in my management team	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
There is cultural and/or ethnic diversity in my management team	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Other forms of diversity	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>



Which of the **activities** mentioned below does your organization do? As an HR manager, do you think these activities **help your organization improve on I&D?**

Leaders and/or managers have I&D objectives/KPIs in their performance measures.	▼ We have already organized this, and I think that it helps
People belonging to minority groups are represented at all levels of leadership.	▼ We don't organize this yet, but I believe that it helps
Interviewers/assessors complete unconscious bias training.	▼ We have already organized this, but I don't think that it helps
Interviewers/assessors for hiring decisions comprise diverse individuals who belong to various minority groups.	▼ We don't organize this yet, and I don't think that it helps
A flexible working policy where employees can secure flexible working arrangements.	▼
A policy and safe process for employees to call out bias / unacceptable behavior.	▼
Training and development opportunities to enable employees to move into technical roles.	▼
Transparent processes for pay, promotion, bonuses, and reward.	▼
Enhanced extended leave policies, including parental leave, sabbaticals, carer, sickness leave, etc.	▼
Enabling and advertising part-time working.	▼
Any other practices not mentioned (please describe)	▼

Is there a **person of contact or counselor** to whom employees can **report grievances** (for example, concerning unacceptable behavior at work, discrimination, or harassment)?

- Yes
- No

What kind of grievances is being reported to this person of contact or counselor (for example, concerning unacceptable behavior, discrimination, or harassment)?



Questions survey I&D in tech

Do you have specific **I&D objectives or KPIs** on which you are evaluated?

Yes

No

What are the **consequences** of not attaining these I&D objectives or KPIs?

Which **resources** do you **currently consult** to gain more knowledge and expertise in I&D? *You can select multiple options.*

Blogs

(HR) magazines

LinkedIn

Networks

Webinars

(Academic) research

Other

I don't consult I&D resources



Questions survey I&D in tech

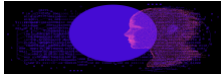
Which **resources** would you **like to consult** to gain more knowledge and expertise in I&D? *You can select multiple options.*

- Blogs
- Newsletters with tips and tricks on I&D
- (Academic) research
- Webinars
- I&D events
- Practical tools
- Learning community (peer learning)
- Tailor-made coaching or guidance
- Other

Did you undertake **any (extra) I&D actions** due to the **COVID-19 pandemic**? If so, please indicate briefly which actions your organization launched.

To which extent do you agree with the statements below?

	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
My opinion matters in my organization	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I feel respected in my organization	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I feel appreciated for who I am in my organization	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I have the same opportunities as other employees in my organization	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I feel like I belong in my organization	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I can be myself in my organization	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>



Questions survey I&D in tech

Have you ever **witnessed or experienced a favorable situation** concerning I&D in your organization?

Have you ever **witnessed or experienced a negative situation** concerning I&D in your organization?

Lastly, we would like to know which **organization** you think is an **example of a diverse and inclusive company**. Why do you think this company is an example of a diverse and inclusive company?

If you would like to add something on I&D that wasn't mentioned in this survey, please add it here.

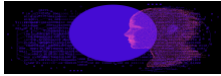
QUESTIONS ONLY FOR EMPLOYEES AND MANAGERS

Are you an employee or a manager in your organization?

- Employee
- Manager

How diverse do you think your **management team** currently is? *In the image below, you can see what "your management team" means.*

	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
There is a gender balance in my management team	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
There is age diversity in my management team	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
There is cultural and/or ethnic diversity in my management team	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Other forms of diversity	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>



Questions survey I&D in tech

If you're a manager, how much diversity do you think there currently is in the **team of employees you lead**? *In the image below, you can see what your team of employees means.*

	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
There is a gender balance in my team	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
There is age diversity in my team	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
There is cultural and/or ethnic diversity in my team	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Other forms of diversity	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

How much diversity do you think there is among your **peers or colleagues**? *In the image below, you can see what is meant by peers/colleagues.*

	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
There is a gender balance among my peers	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
There is diversity in age among my peers	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
There is cultural and/or ethnic diversity among my peers	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Other forms of diversity	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

How important is the topic of **I&D** in the organization to you?

- Not important at all
- Not important
- Somewhat important
- Important
- Very important

Do you have a **specific suggestion to improve I&D** in your organization?



Questions survey I&D in tech

What are the **most important reasons** for your organization to **invest in I&D**, according to you?

You can select multiple options.

- Better financial results
- Better customer relations
- Better team performance
- Being able to select more diverse talent
- More innovation through diversity in thought
- All employees feel like they belong in the organization
- Other

Does your organization **engage in or organize** any of the **I&D activities** below?

You can select multiple options.

- I&D events
- I&D is a strategic goal of the company
- Leadership programs targeted at specific groups of employees
- Mentorship and/or sponsorship programs
- Collecting I&D data
- Training (for example, concerning prejudice and bias)
- Other
- I don't know

Have you **participated in any I&D activities** in your organization? *You can select multiple options.*

- I&D events
- Leadership programs targeted at specific groups of employees
- Mentorship and/or sponsorship programs



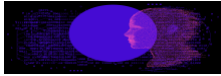
- Participating in a survey on I&D in the organization
- Training (for example, concerning prejudice and bias)
- Other
- I haven't participated in any I&D activities in my organization

Which **HR processes** can your organization **still improve** upon to be more inclusive and diverse?
You can select multiple options.

- Neutral and objective recruitment and selection policy
- Equal opportunities concerning training and development for all employees
- Equal career opportunities for all employees
- Equal evaluation of the performance of all employees
- Equal pay policy for all employees
- Open and inclusive organizational culture
- None of the above
- Other

What would **motivate you to participate (more) in I&D activities** in your organization?
You can select multiple options.

- Creating an open organizational culture
- More awareness about I&D
- More support (for example, from my manager)
- More I&D activities with a clear goal
- More information about I&D activities
- More time to participate
- Other
- None of the above would motivate me



Questions survey I&D in tech

To which extent do you agree with the statements below?

	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
My opinion matters in my organization	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I feel respected in my organization	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I feel appreciated for who I am in my organization	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I have the same opportunities in my organization as other employees	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I feel like I belong in my organization	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I can be myself at work	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Have you ever **witnessed or experienced a favorable situation** concerning **I&D** in your organization?

Have you ever **witnessed or experienced a negative situation** concerning **I&D** in your organization?

Lastly, we would like to know which **organization** you think is an **example of a diverse and inclusive company**. Why do you think this company is an example of a diverse and inclusive company?

If you would like to add something on I&D that wasn't mentioned in this survey, please add it here.
